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Belgium	18	Italy	1300	S. Africa	600
Canada	18	Japan	1500	Singapore	55
France	18	South Korea	1500	Taiwan	110
Germany	18	Sweden	1500	Thailand	110
Greece	18	Switzerland	1500	U.S.	110
Hong Kong	18	Turkey	1500	U.S.A.	110
India	18	U.S.	1500	U.S.A.	110

## World news Business summary

### Greek President 'will not resign'

Greek President Christos Sartzetakis angrily rejected a suggestion by the conservative opposition that he should resign if they win general elections on June 2.

The opposition denounced as unconstitutional a Greek parliament vote in which Mr Sartzetakis was elected president thanks to an alliance between the ruling Socialists and the pro-Moscow Communist opposition.

The Socialists proposed Mr Sartzetakis as a candidate after a controversial decision not to support the re-election to President Constantine Karamanlis.

### Kabul attack

At least six people were killed in Kabul when bomb throwers broke up an army conscription drive in the Afghan capital and attacked a billiard hall frequented by secret police.

### U.S. 'spy' charges

A retired U.S. Navy communications specialist, who had top-secret security clearance, was charged with spying in attempting to pass classified national defence documents to the Soviet Union.

### S. Africa 'N-test'

An American anti-apartheid group said it had obtained official U.S. papers indicating that South Africa tested a nuclear bomb in the Atlantic in 1978.

### Apartheid change

South Africa, after announcing it will abolish laws banning interracial sex and marriage, has decided to scrap another apartheid law which prohibits multiracial political parties.

### Brazil strikes spread

A month-long wave of labour strikes plaguing cities in Brazil spread to farm areas as sugarcane cutters and orange pickers in Sao Paulo state stopped work, demanding higher pay.

### Manila battle

The Philippine army fought a gun battle with suspected communist guerrillas in a Manila suburb in its first known clash with the New People's Army in the capital city.

### Pacific minister

President Francois Mitterrand promoted his special envoy in New Caledonia, Edgard Pisani, to ministerial rank in charge of the troubled Pacific territory. Page 3

### Beirut camp flight

Men, women and children fled from fighting around three Palestinian refugee camps in south Beirut as Shia Muslim militiamen tried to flush out Palestinian guerrillas entrenched outside. Page 5

### Diamonds hold-up

Robbers escaped with 21 bags of diamonds worth \$500,000 after holding up the Antwerp-Brussels mail train near Duffel.

### Ships pass refugees

A Norwegian charity group reported that about 50 ships refused to stop for 44 Vietnamese boat refugees in the South China Sea before a Norwegian tanker picked them up at the weekend.

### French drink less

French people are drinking less alcohol, according to a new study which concludes that changing work habits account for the steady slowdown in consumption. Page 2

### Pope fired

Pope John Paul showed signs of fatigue at the last stage of his Beneke tour as he heard in Brussels further calls for liberal reform in the Roman Catholic Church.

## ESTIMATE FOR FIRST PERIOD CUT TO 0.7%

### Washington warns of lagging growth in second quarter

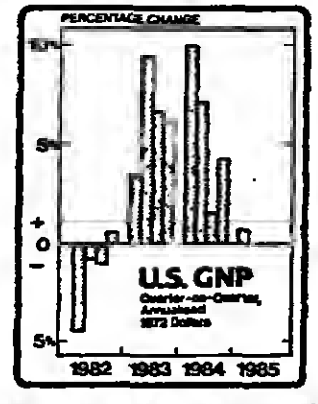
By Stewart Fleming in Washington

MR JAMES BAKER, the U.S. Treasury Secretary, gave a warning yesterday that U.S. economic growth in the second quarter might be below expectations, after a revised Commerce Department estimate that the first-quarter rise in output was at a meagre 0.7 per cent annual rate.

The department's earlier estimate was of a 1.3 per cent rise in gross national product and Mr Baker conceded that the revised figure was "a good bit slower than we anticipated." Second-quarter growth might also be lower than expected, said Mr Baker, who hinted that the Administration might soon abandon its forecast of a 2.9 per cent growth rate for the year.

Nevertheless, he told the Senate Appropriations Committee that the economy would pick up in the second half of the year. But he refused to be drawn on whether slower growth than expected might add \$20bn to \$30bn to the federal budget deficit.

The sagging U.S. economy is an ominous threat to President Ronald Reagan, whose political strength has been founded on the strong performance of the economy over the past two years. The President and



his Administration are already widely seen to recover political momentum after the setbacks suffered during the past month and are facing increased pressures to concede further cuts in defence spending and raise corporate taxes in order to tackle the huge federal budget deficit.

In Congress, where concern about the economic outlook is intensifying, the House of Representatives was yesterday due to start debating its version of the budget resolution. An influential group of moderate Democrats including

### UK and France support German high-tech plan

By David Housego in Paris

FRANCE'S Eureka proposals for increased European collaboration in high technology gained further momentum yesterday with a more positive expression of interest from the British Government than has so far publicly emerged.

As a result, Britain and France are now backing a West German proposal for setting up a high-level group of experts to develop ideas for stepping up high-technology collaboration. The idea is expected to be given formal endorsement by EEC heads of government at their summit in Milan next month.

British thinking on the Eureka proposal was explained in Paris yesterday by Sir Geoffrey Howe, the Foreign Secretary, when he met his French counterpart, M. Roland Dumas.

Among other things, Sir Geoffrey was seeking to remove the impression left by President Francois Mitterrand last week when he said that Mrs Thatcher, the British Prime Minister, was the "most reticent"

about Eureka among European leaders.

According to British officials yesterday, the Government's views have developed after the visit to London last week by M. Hubert Curien, the Minister of Research and Technology, who had talks with Mr Geoffrey Howe, the UK's Minister for Industry. Two other senior French missions have also visited London recently.

French discussions with West Germany have been more intensive and will be pursued in Paris today during talks with Herr Hans-Dietrich Genscher, the West German Foreign Minister. The talks are aimed at co-ordinating Franco-German positions in advance of the Milan summit which, in turn, will be preceded by a meeting between President Mitterrand and Chancellor Kohl on May 28.

Sir Geoffrey made clear to the French yesterday that Britain intended to participate in the U.S. Strategic Defence Initiative and did not regard this as incompatible with Eureka.

Rupert Cornwell writes from Bonn: West Germany's opposition Social Democrats (SPD) and the ruling German Socialist party yesterday underlined their common hostility to the SDI programme, which they described as a "destabilising technology" which might lead to an extension of the arms race into space.

Last night, Herr Willy Brandt and M. Lionel Jospin, the respective party chairmen, indicated after a meeting in Paris their leaning towards the Eureka programme for European technological cooperation.

The clear-cut rejection of the SDI by the two left-wing parties contrasts with the uncertainty over the merits of German participation in SDI research expressed on Monday by Chancellor Kohl at the closing session of a meeting of the North Atlantic Assembly - consisting of parliamentarians from Nato member countries - in Stuttgart.

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### U.S. sees little hope for early Gorbachev summit

By Reginald Dale in Washington

THE REAGAN Administration has all but abandoned hopes of an early U.S.-Soviet summit, and is resigning itself to a continuing chill in superpower relations, American officials said yesterday.

Washington appears to have concluded that it was over-optimistic in hoping for a quick breakthrough when Mr Mikhail Gorbachev took over as Soviet leader in March, and President Ronald Reagan immediately invited him to a summit meeting in the U.S.

Mr Gorbachev is now thought unlikely to agree to any meeting with Mr Reagan - whether a get-acquainted session or a full-scale summit - until next year at the earliest.

Mr Reagan has repeatedly made clear that he would be ready for a meeting - preferably in Washington - if Mr Gorbachev were to travel to the U.S. to attend the United Nations general assembly in New York this autumn.

Yesterday, however, U.S. officials said that even if Mr Gorbachev were to go to New York, he would probably not meet Mr Reagan. Officials said that it was in any case unlikely that Mr Gorbachev would visit the UN, as once expected, in September or October.

Although Mr Viktor Afanasyev, the editor of Pravda, said publicly in April that Mr Gorbachev would visit the UN and might meet Mr Reagan at that point, U.S. officials said that there have since been no indications that Mr Gorbachev intends to make the trip.

A White House official told the Washington Post yesterday that Mr George Shultz, the U.S. Secretary of State, received "signals" that Mr Gorbachev would not go to New York from Mr Andrei Gromyko, the Soviet Foreign Minister, at their meeting in Vienna last week.

One State Department official said yesterday that the issue of a summit did not even come up directly during the Shultz-Gromyko talks. He added, had "got ahead of itself" in believing that such a meeting had been all but agreed.

Recent exchanges and developments between Washington and Moscow showed that relations were as sour as ever and Moscow did not seem to appear anxious to hold a summit meeting, the official said.

Reflecting a widespread view in the Administration, the official said that Mr Gorbachev would want to

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### Pickens may lose \$100m over Unocal

By Terry Dodsforth in New York

MR T. BOONE PICKENS, the Texas oil billionaire, has conceded defeat in his bitter takeover battle for Unocal, the California oil group, in an agreement that is likely to leave his investor group with losses of about \$100m and seriously restrict his future takeover activity.

Under the terms of the deal, Unocal has agreed to include some 7.1m, or 32 per cent, of the shares of the Pickens group in part of its buy-back of 59.1m of its own shares for securities worth \$72 each. The offer was originally made only to shareholders outside the Pickens group in an attempt to wean them away from the \$54-a-share cash offer for 64m shares made by Mr Pickens.

Although that part of the agreement would give the Pickens group a profit of around \$177m on its shares, it would also yield inferior terms to those of other tendering shareholders, who will receive the premium price for around 38 per cent of their holdings.

However, Mr Pickens stands to run up hefty losses on the other 18m shares held by his group. The losses will be incurred because the price of Unocal stock is now expected to fall.

The agreement between Unocal and Mr Pickens followed a day of

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### Swedish banks cut lending rates again

By Kevin Done in Stockholm

SWEDEN'S commercial banks bowed yesterday in the face of intense political pressure and lowered their interest rates for the second time in less than a week, claiming that they had been made a scapegoat for the dramatic squeeze on consumer spending imposed by the Government last week.

At the same time, Sweden's leading commercial bank published gloomy new forecasts for the development of the country's economy, which is now expected to grow much more slowly than other western countries in 1985 and fall into recession in 1986.

The forecast is in stark contrast to the promising picture of economic growth painted in the Government's revised budget only four weeks ago.

The banks have come in for heavy criticism from Mr Olaf Palme, the Prime Minister, and Mr Kjell Olof Feldt, the Finance Minister, as well as Mr Bengt Dennis, governor of the central bank, for unfairly exploiting last week's hefty increase in official interest rates.

As an important element in the package, the banks were freed for the first time for 15 years to set their own interest rates on lending, and Mr Dennis made clear that he wanted to see "a powerful increase in interest rates through the whole economy" with particular pressure applied to consumer credit.

The banks, which face substantial losses on their big holdings of fixed-rate government bonds as a result of the interest-rate rises, responded by raising consumer lending rates by 3.5 to 4 percentage points compared with the 2-point increase in the discount rate.

The Government, which had been trying to avoid tough economic measures with the general election due in less than four months, immediately went on the attack, led by Mr Palme, claiming that the size of the banks' interest rate increases was unjustified.

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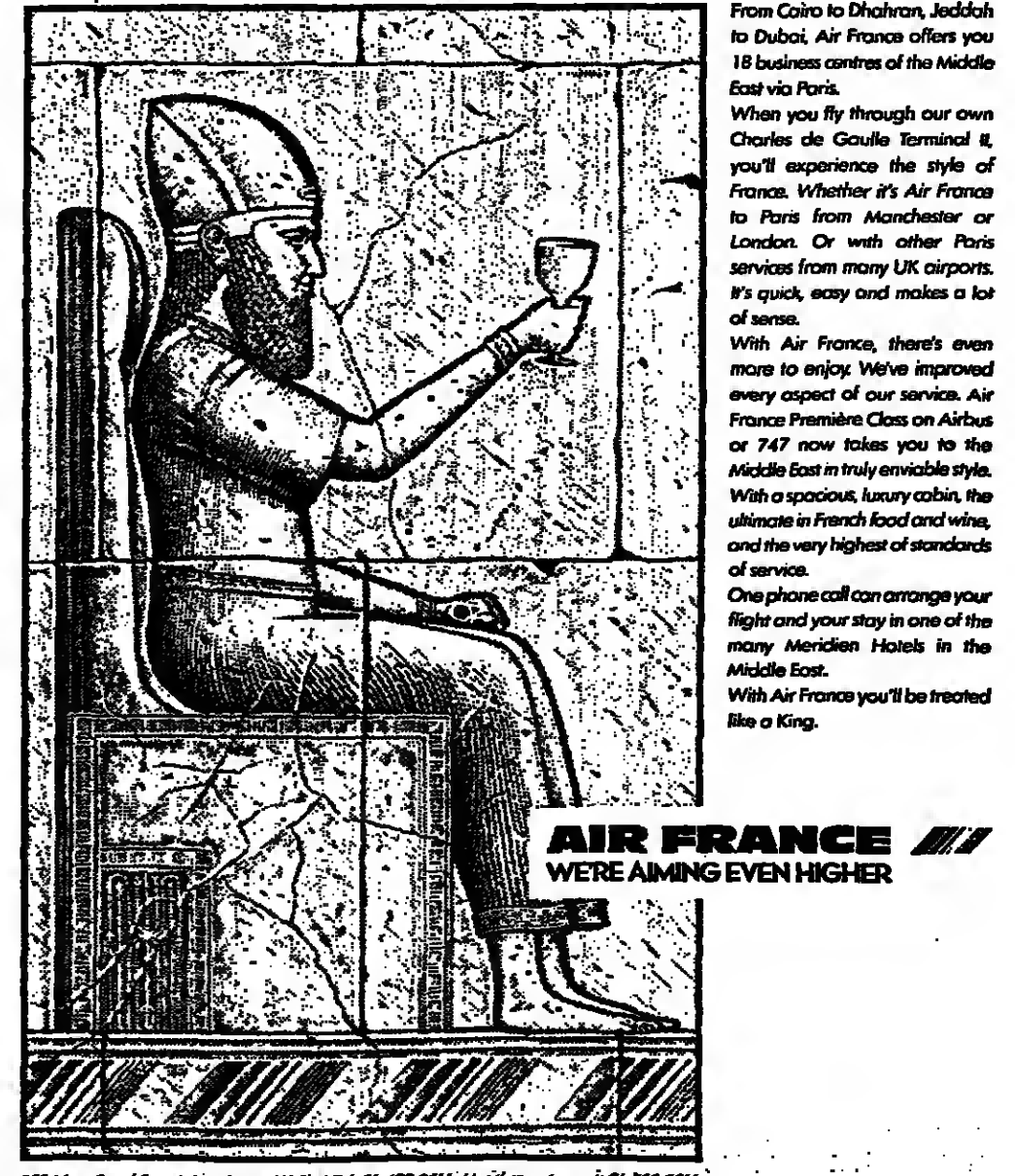
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## EUROPEAN NEWS

## Polish court bars foreign reporters

By Christopher Bobinski in Warsaw

THE POLISH Government has tacitly recognised that the trial of three Solidarity leaders due to start in Gdansk tomorrow will harm its image in the West, and has banned foreign reporters from the court.

This is the first time since martial law was lifted two years ago that a civil court has excluded the Western Press from a political case and shows how sensitive the authorities have become.

Mr Adam Michnik, a dissident intellectual, Mr Wladyslaw Frasyniuk, a senior Solidarity underground leader, from Wrocław, and Mr Bogdan Lis, formerly Mr Lech Wałęsa's deputy from Gdansk, are being tried for trying to provoke unrest and playing a leading role in an illegal organisation. They face up to five years in prison.

All three were freed from detention last July under a political amnesty and met Solidarity underground leaders in January to plan a token national stoppage in protest at food price rises—a stoppage that met with little response.

Mr Jerzy Urban, the government spokesman, said reporters were being barred from the court so that the defendants could concentrate on the proceedings and not on addressing the Western media.

The Republic remains confident in its industrial development plan, writes Brendan Keenan in Dublin

## Ireland's hopes stay pinned on electronics

THE RECENT problems of the electronics industry worldwide caused shivers of apprehension in the Irish Republic, where electronics companies form the backbone of foreign industrial investment in the last decade.

Some of the U.S. companies, such as Apple, Digital and Verbatim, which have had difficulties of one kind or another, are among the leading investors and employers in Ireland.

Officials of Ireland's Industrial Development Authority (IDA) are convinced that their basic strategy of building up a mix of electronics companies is a sound one, but there have been casualties.

Atari in Limerick and Storage Technologies in Dublin closed their plants earlier this year with the loss of more than 500 jobs. A project for the development of computer-aided design systems by Calma of the U.S. fell through. More alarming, perhaps, is the layoff by Mostek of a quarter of the workforce at its Irish plant which assembles and tests integrated circuits.

Falling world demand for semiconductors also postponed, at least, what was to have been the coup of the year for the IDA: a decision by Mostek to build a chip fabrication plant in Ireland. This would have followed the announcement of a £170m (£136.6m) chip manufacturing plant south of Dublin

to be built by Advanced Micro Devices. The IDA believed these investments would have established the Republic as a serious rival to Scotland for such plants.

## digital

One key protection against the vagaries of international business is the fact that many Irish plants represent the only EEC operations of the parent company. This is true of companies such as Apple and Digital, which supply their European markets from Ireland. "Basically, if they want to stay in Europe, they have to stay in Ireland," says Mr

McCarthy of the IDA's electronics division.

The IDA is aware of the vulnerability of companies in such a highly competitive industry and knows that closures are inevitable. "A strategy which did not allow for failures would not be a strategy at all," says Mr Lowry. If the IDA believes it has a reasonable mix of high and low-risk companies.

The "safest" companies are those supplying the industry's capital goods such as integrated circuits and control equipment. At the other end of the spectrum come consumer products and memory devices, where demand can swing alarmingly and product obsolescence is high.

The Atari failure was a classic example of the high-risk market, although the fact that the plant was closed with only 40 minutes notice, left a more-than-usually bitter taste.

The authority also tries to ensure that plants which locate in Ireland are upgraded so as to make them an essential part of the parent's operations; many are now run by Irish managers who, it is generally believed, will fight harder to locate key functions in Ireland. The first of these is usually the power to purchase components, which gives the plant a degree of autonomy from head office.

It is vital for the Irish

economy that the IDA gets it right. Electronics now accounts for 30 per cent of total manufacturing and 10 per cent of employment. A collapse would



be disastrous for the economy but it is also true that, even if things go well, the ambitious original target of doubling present employment to 40,000 is unlikely to be attained in the foreseeable future.

The IDA will be looking for companies with strong financial backing to withstand the com-

petitive pressures. Mostek, despite the recent difficulties, is regarded as a good catch because it has the powerful United Technologies group behind it. Japanese groups, such as Fujitsu and NEC, are in the volatile memory devices sector, but they are regarded as having the ability to stay the course.

Officials such as Martin Lowry believe the new entrepreneurs of the next 10 years will be in software development. Rather than equipment, IDA formed its own software company last year to help build up Irish expertise in the industry. IBM is unlikely to manufacture in Ireland, but it is expected to expand its software operation, which presently employs 65 people.

The other main plank of industrial policy, as outlined in a recent White Paper, is the development of indigenous firms. No more than three electronics companies have developed to any size so far but the IDA has targeted about 12 small companies with potential and hopes to build some of these up in the next 10 years.

"If we do not have a significant indigenous sector in the next 10 years, the policy, as a whole will have failed," says Mr Lowry. In the meantime, the Irish will keep their fingers crossed that none of the chills boys succumb to the chilling winds now blowing in Silicon Valley.

## Firm line by employers on Italian pay index

By James Mackenzie in Rome

ITALIAN EMPLOYERS are ready to consider any serious proposal on how to avoid a potentially damaging referendum on wage indexation, set for June 9, according to Sig Luigi Lucchini, president of Confindustria, the main employers' organisation. But he put forward no new suggestion for an agreement between Government, employers and unions which would make the Communist-sponsored referendum unnecessary.

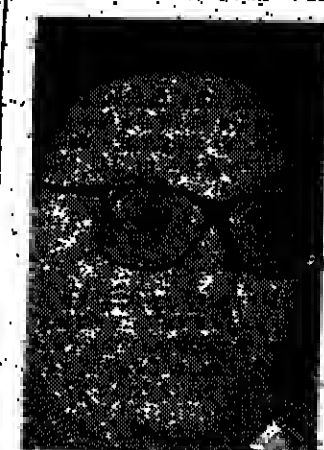
Instead, he reiterated at Confindustria's annual meeting here that the employers had made their own proposals on a thoroughgoing reform of the indexation and pay structure as long ago as last October. The unions, divided among themselves, had not yet made an adequate response, he said.

This evening Sig Gianni de Michelis, the Minister of Labour, is to meet unions and employers separately to try to find common ground. The referendum has been called to decide whether four points cut from the scale mobile index last year as an anti-inflation measure should be restored.

Sig Lucchini's speech, to a packed audience which included 11 government ministers and the leaders of all Italy's main private sector companies, reflected strikingly the confidence which Italy's industrialists feel about their prospects, despite serious problems of wage costs and the failure of the Government to cut its spending.

He drew considerable satisfaction from last week's local elections in which the government parties advanced, and Communists fell back. The electorate, he said, had "punished those who could only see the crisis as a means of arousing protest or rebellion."

Sig Lucchini reminded his listeners that, in the absence of a voluntary agreement on wage indexation and an unsatisfactory referendum result, the employers would give notice that they would stop paying scale mobile wage increases altogether. Though Sig Lucchini did not say so, this move would be aimed at enabling the employers to renegotiate the wage indexation system on something close to their own terms.



Sig Gianni de Michelis: separate meetings

## French drink less alcohol

By David Housheer in Paris

FRENCH ALCOHOL consumption is on a long downward slide, though the average Frenchman still drinks more than other Europeans.

These findings emerge from a study by Insee, the official statistics office, published yesterday which concludes that changing work habits account for the steady decline in consumption since the early 1960s. Before then, French industrial and agricultural workers drank large quantities of cheap table wine to give them both calories and energy.

From a peak in 1963 of 25 litres for every person above the age of 14, consumption has fallen by about 0.23 litres a year thus bringing France in line with the drinking habits of Spain or Portugal.

Measured on the basis of consumption per head of population, France still retains the lead in Europe. Frenchmen swallow 15.5 litres of alcohol a year, compared with 13.5 litres in Portugal, 12.8 litres in Spain and 11.7 litres in Hungary.

The Insee study confirms that while less cheap table wine is being drunk, the French are drinking more beer and spirits, and more soft drinks.

Beer consumption, for instance, has doubled from 12m hectolitres in 1955 to 25m in 1980.

## Dutch poll shows support for Labour increasing

By Laura Raun in Amsterdam

THE DUTCH opposition Labour Party would gain an extra 16 parliamentary seats if elections were held now, according to an opinion poll conducted by the opinion research bureau of Legendijk.

This would put the Socialists just 13 seats short of a parliamentary majority, while the centre-right coalition Government's majority would vanish. The next general election in the Netherlands is due in exactly a year's time.

Observers believe that Christian Democrat voters, particularly older ones—are

switching to the Socialists in protest against the current administration's policies. Opposition to the Government's decision to deploy cruise missiles is also thought to play a role.

Reformists who traditionally have voted Christian Democrat are abandoning their party, faster than is being compensated for by new support from the small right-wing Christian parties, the poll found. The right-wing Liberal Party, member of the coalition, did better.

## 'Confidence in Community at stake' in Adams case

By Raymond Hughes in Luxembourg

CONFIDENCE in the European Community is at stake in the 2500,000 damages claim brought by Mr Stanley Adams against the Commission, the European Court in Luxembourg was told yesterday.

Mr David Vaughan QC, for Mr Adams, told the 11 judges: "To many, the Stanley Adams story is a symptom of the weakness of our Community if it subordinates the interests of the individual to the interests of the state and great companies."

In his unprecedented breach of trust action, Mr Adams accuses the Commission of betraying his identity as the source of information about illegal activities of Hoffman-La Roche, the giant Swiss drugs company, which led to Roche being fined for breaches of EEC fair trading laws.

Mr Adams blames the Commission for his subsequent arrest and imprisonment in Switzerland for economic espionage arising out of his disclosure of pre-existing Roche activities. He argues that the Commission failed in its legal duty to keep his identity secret.

The Commission, which denies disclosing Mr Adams' identity, is attempting to block his claim procedurally by arguing that he did not start it within the time limit imposed by Community law.

Mr Vaughan said that if that argument succeeded in preventing the court ruling on the merits of Mr Adams's case, it would be tragic—not only for Mr Adams, "Legalism would have triumphed over justice. That cannot be what the founding fathers of our Community intended when they planned the Community."

He said that Mr Adams could not have started his claim within the time limit argued for by the Commission because by that time all the damage to him had not come to light and he had not then been aware of all the facts giving rise to the Commission's liability.

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## EUROPEAN NEWS

## Bonn plans urgent action to tackle unemployment

BY RUPERT CORNWELL IN BONN

WHILE THE opposition Social Democrats (SPD) put forward their own five-point plan to create new jobs in West Germany, the Bonn Government has confirmed that it plans emergency action shortly to tackle unemployment, now standing at 2.3m or 9.3 per cent of the workforce.

The hope, as expressed by a government spokesman, is that any measures - whose shape remains unclear - can be fitted into the draft 1986 federal budget, which is due to be settled by the start of July.

However, the spokesman indicated that a more vigorous strategy against unemployment - the high level of which is held to have been a key ingredient in the ruling Christian Democrat Party's crushing defeat in North-Rhine Westphalia 10 days ago - did not imply any basic shift in policy away from reducing the federal spending deficit and cutting state intervention.

Just before the severe state election setback in North-Rhine Westphalia, the Finance Ministry signalled that it hoped to hold the 1986 deficit to around this year's planned level of DM 25bn (\$8.25bn), despite activation of the DM 11bn first phase of a planned DM 20bn tax-cut package in 1985 and 1986.

Since then, the Government has refused to change course, despite calls from both the smaller Free Democrat (FDP) and conservative

CSU members of the centre-right coalition - as well as industry - that the entire package be pushed through as one next year.

The demands reflect not only the fear that a failure to make inroads into unemployment could cost the Government the next federal election in February 1987, but also that a slowdown in the U.S. and a weakening dollar could hit German exports, hitherto the driving force of an economic growth which even so is only expected to reach 2.5 per cent in 1985.

The remedies proposed by the Social Democrats yesterday were predictably more sweeping. They include the generation of DM 18bn of extra resources for environmental projects to create new jobs. The money could come from higher gas, electricity and fuel charges.

The SPD also wants a new state and federal programme to reduce youth unemployment; steps to stimulate both public and private sector investment; and a less restrictive financial policy at Community level.

The suggestions were swiftly dismissed by the Government last night, however. Herr Matthias Wissman, the economics spokesman of the CDU/CSU, called them "old ideas dressed up in new clothes," which would merely push up prices, interest rates and public borrowing and thus harm the prospects for reducing unemployment.

## Luxembourg move may influence satellite TV

BY DAVID MARSH IN PARIS

THE FORMER Prime Minister of Luxembourg, M. Pierre Werner, was yesterday elected chairman of the grand duchy's broadcasting company, Compagnie Luxembourgeoise de Télédiffusion (CLT), in a move which could influence complex power struggles taking place over the future of satellite television in Europe.

With French interests owning a significant minority shareholding in CLT, the French Government had supported the choice of M. Werner. But it remains to be seen whether CLT, with which France

has been in long-standing contact about developing its television satellite planned to be launched next year, will now be more compliant with the wishes of the authorities.

M. Gaston Thorn, former head of the EEC Commission and the preferred candidate of the Belgian Bruxelles-Lambert group which is CLT's controlling shareholder, was defeated in his bid for the chairmanship at yesterday's board meeting. However, he was appointed vice-chairman and managing director, indicating the board's preference for a political compromise.

## U.S.-Soviet measures to make trade easier

By Patrick Cockburn in Moscow

THE U.S. and Soviet Union have agreed to make it easier to trade between the two countries, Mr Malcolm Baldrige, the U.S. Commerce Secretary, said yesterday after two days of talks here.

Market access for exports is to be improved, and the U.S. said it would lift a 34-year-old ban, introduced during the Korean War, on the import of Soviet furs into the U.S.

The agreement is a symbol of a desire on both sides to improve political relations but is not likely to increase trade significantly.

Measures to be taken by the Soviet Union include a promise to ensure that foreign trade organisations take bids from U.S. companies seriously, and to make product promotion easier. The joint U.S.-Soviet Commercial Commission will have a subcommittee to discuss U.S. projects in the Soviet Union, and American and Soviet officials are to discuss a new maritime agreement.

Three main obstacles still impeded a significant expansion of trade: Soviet lack of U.S. most favoured nation status, export-import credits, and the U.S. embargo on high technology exports to the Soviet Union. Moscow also says it wants a guarantee that contracts signed by U.S. companies will be honoured.

Last year the U.S. exported goods, mostly grain, to the Soviet Union worth \$3.3bn and took imports worth only \$300m.

The overall significance of Mr Baldrige's visit, the first meeting of the Commercial Commission since 1978, is that it produced gestures of goodwill after a month in which relations between the superpowers have grown more hostile.

Remarks made by President Ronald Reagan during his visit to Western Europe earlier in the month have been heavily attacked in the Soviet Press.

The Soviet Union has still not made it clear that Mr Mikhail Gorbachev is going to New York for the opening of the UN General Assembly later in the year. Mr Baldrige reiterated yesterday that both leaders favoured a meeting but a time and place had still to be decided.

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## Europe looks for joint stance on Star Wars

BY QUENTIN PEEL IN BRUSSELS

EUROPEAN DEFENCE ministers in Nato's Euro-group yesterday renewed their efforts to find common ground on the U.S. Strategic Defence Initiative (SDI), the so-called Star Wars project, and on the finances available for Nato's conventional armory, before meeting Mr Caspar Weinberger, the U.S. Defence Secretary, today.

The subject of shortcomings in the alliance's conventional defence capacity is expected to dominate the two-day meeting of the Nato Defence Planning Committee beginning in Brussels today. But the U.S. is also pushing for an early European response on the SDI, as well as support for renewed investment in chemical weapons.

A key issue at the informal talks of the Euro-group yesterday, which will have to be spelt out in the defence ministers' formal guidance for national defence spending plans this week, was the financial targets for the coming years.

MR CASPAR WEINBERGER gazed long and hard over the wall into East Berlin yesterday and accused the Soviet Union of murdering Major Arthur Nicholson, the U.S. officer shot in March by a Soviet guard in East Germany, writes Leslie Collett.

East German border guards in watchtowers on desolate Potsdammer Platz, the pre-war heart of Berlin, peered back through binoculars and shot rolls of film of Mr

Weinberger. Contact with the "enemy" was reduced to goggling at several hundred metres amid the strictest security.

He said later that a nation such as the Soviet Union which was capable of shooting Maj Nicholson and refusing to apologise had "no strategy." He met the major's widow and reviewed U.S. troops in the city during his six-hour stay.

At the start of his visit to

West Berlin the East German news agency said that reports in the Western media of an escapee shot dead at the Berlin wall were "lies from A to Z." It claimed that an East German hunting party shot a deer and a bear near the border. West Berlin and West German newspapers have published eyewitness accounts by West Berliners of a lifeless body under a tarpaulin being carried away by East German border guards.

mittee of Nato. This "conceptual military framework" continues to emphasise the danger of the Soviet Union launching an overwhelming conventional attack to which the Nato allies would be forced to reply with nuclear weapons.

Nato officials are concerned that the two-day meeting should not be sidetracked by the current controversy over the SDI research programme and whether the European countries should formally participate.

However, this was an important subject of discussion at last night's dinner among the European ministers, uncertain if they would be asked for further endorsement by Mr Weinberger at the full ministerial meeting.

The Euro-group ministers, who include all the European Nato members except France and Iceland, were also expected to discuss the progress last week in Rome towards agreement on production of a new European jet fighter aircraft.

The present target of a 3 per cent real growth rate in defence spending has proved beyond the budget capacities of many member states, although Nato commanders regard it as inadequate in the light of the conventional military advantage of the Warsaw Pact forces. Nato officials in Brussels will be presenting reports to the

meeting on the weaknesses of the conventional forces of the alliance, including its ability to sustain a conventional defence with adequate supplies of ammunition and equipment, the quality of its reserve troops and their training, its infrastructure and how well its defence installations can survive attack. The ministers will be con-

sidering a plan of action setting priorities for tackling those problems, although their discussion will inevitably be dominated by the question of providing adequate finance. They will also be presented for the first time with a long-range assessment of military needs over the next 20 years, prepared by the military com-

## Walker acts to head off EEC coal plans

BY MAURICE SAMUELSON

MR PETER WALKER, the UK Energy Secretary, paid a flying visit to Brussels yesterday to warn European Commission officials against proposals to impose a succession of tough five year plans on the British coal industry in order to reduce both jobs and production levels in an attempt to make it competitive.

He told the Energy Commissioner, M. Nicholas Mosar, that while Britain shared the EEC's ultimate aim of making the coal industry profitable, the British people and Parliament would so strongly resent the industry being run from Brussels

that it would be counter-productive.

In particular, Britain objects to the demand that all details of financial aid to the coal industry should be submitted to the Commission before it is authorised by the British Parliament.

EEC Commissioners next week are due to discuss coal production in the Community after the end of this year when the current 10-year authorisation for subsidising it expires. Having taken a strong line against support for shipbuilding and steel over the past four years, Brussels officials have

been urging a firm target date for the final removal of subsidies to coal.

Initially, the officials proposed that coal production after the end of this year should be forced to become competitive in the quality of its reserve troops and their training, its infrastructure and how well its defence installations can survive attack. The ministers will be con-

the proposals and, with the British miners' strike fresh in their minds, the officials have acknowledged the difficulties which might be caused.

In the face of Mr Walker's strong protests, M. Mosar also seemed ready to replace the five-year plan by shorter periods, possibly of a year or two, and to permit some forms of aid, including deficit grants. However, Britain's still objects fiercely to what it seems as the ambitions of Brussels to take control of a coal industry which is bigger than the combined coal sectors of the rest of the Community.

## Steelmakers want long product curbs ended

BY OUR BRUSSELS STAFF

INDEPENDENT steel producers in the European Community yesterday urged a rapid phasing-out of production controls on long products after the end of this year.

But they acknowledged it would take longer to bring the free market back for flat products.

The European Independent Steelworks Association (EISA), which groups together smaller private-sector producers

accounting for some 10 per cent of total EEC steel production but around a half of long products output, was resuming its campaign for the removal of artificial distortions in the steel market.

It is seeking to influence the shape of the steel market after the deadline of December 31 1985 for the elimination of subsidies and the lifting of production quotas and minimum

prices.

According to Mr Pol Boel, EISA president, the restructuring process among the big subsidised producers has not gone far enough for the quota arrangements on flat products to be lifted. He expected that, despite the deadline, subsidies would continue to be paid to producers in France, Italy, West Germany and Belgium.

The phased approach to the lifting of controls has also been put forward by the British Iron and Steel Consumers Council, whose views are broadly shared by other EEC steel user bodies.

The European Commission itself is now suggesting that the 1985 deadline may be more elastic than the political declarations which set it. Mr Karl-Heinz Narjes, the commissioner of industry, said last week a transitional period would probably be necessary.

His permanent recall to Paris had been expected following the Government's tougher policies over New Caledonian violence in recent months and its decision to delay the planned referendum on independence until after next year's general election.



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## A black and white line drawing of a man in a tuxedo and a polka-dot bow tie. He is shown in profile, drinking from a champagne flute held in his right hand. In his left hand, he holds a wine glass. The drawing is signed 'A. Cook' in the bottom right corner.

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## Pales in Be

## Peking over H

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## Israeli anger grows over release of convicted terrorists

BY DAVID LENNON IN TEL AVIV

A RISING clamour of criticism and protest swept through Israel yesterday over the decision to exchange over 1,150 Palestinian prisoners for three Israeli soldiers held by a PLO splinter group since the invasion of Lebanon in 1982.

Public anger focused on the agreement by the Government to allow hundreds of Palestinians, convicted of terrorist attacks in which many Israelis were killed, to return to their homes on the occupied West Bank and Gaza Strip.

"I don't know how to explain to my boys that the terrorist who killed their father is walking around free today," protested Mrs Dorit Rosenfeld, whose husband was murdered on the West Bank three years ago.

Mr. Yitzhak Rabin, the Defence Minister, rejected the criticism. "The price is heavy. But we have always done all we could to return soldiers taken captive. If it were your son being held captive, would you say if I were not to do all I could to bring your son home?"

Jewish settlers from the West Bank went on hunger strikes outside the Knesset to protest the release of the group.

## Palestinians under siege in Beirut refugee camps

BY RICHARD JOHNS IN BEIRUT

PALESTINIAN fighters were still doggedly holding out against the Shi'ite Amal militia, assisted by Lebanese army units, in two of three refugee camps that have been under heavy siege on the outskirts of Beirut since Monday morning.

Together with units of the mainly Shi'ite Lebanese Army 16th brigade, Amal appeared to have brought the Sabra camp under control, though some pockets of resistance there were hampering operations by Amal against the other two camps.

Armed Palestinian elements were stoutly resisting heavy fire from mortars, rocket-propelled grenades and heavy machine guns—and replying in kind—in the Chatila camp, near Sabra, and also the bigger Bourj al Barajneh settlement near the international airport where the main guerrilla strength is believed to be.

The guerrillas are mostly loyal to the mainstream Palestine Liberation Organisation led by Mr Yasser Arafat. But even his opponents seem to have forgotten their differences and joined forces to repulse the Amal assault in what, it seems, may be a fight to the finish despite at least seven attempts at a ceasefire.

The battle is proving one of the bloodiest single engagements since civil war broke out

just over 10 years ago. Earlier yesterday police reported casualties of 83 dead and 392 wounded. Taking toll of Monday's conflict, Amal acknowledged 23 of its men killed and another 130 wounded while the Palestinian spokesman gave for his side 22 fatalities and 82 wounded. The Coza hospital at Sabra was hit in the fighting and rendered inoperative.

Since early this year the mainstream PLO has been sending money into Lebanon to sustain and arm Palestinians who fled back to Lebanon after their expulsion in the wake of the Israeli invasion of 1982.

In doing so, they have, ironically, boosted the country's dwindling foreign exchange. The Coza hospital at Sabra was hit in the fighting and rendered inoperative.

Commercial bankers put the inflow at no less than \$20m a month and perhaps more than \$30m.

Leading members of Amal implied yesterday that the confrontation with the Palestinians had the blessing of the Syrian regime of President Hafez al Assad, recognised as ultimate arbiter of Lebanon's fortunes, which is ruthless in its commitment to destroy Mr Arafat and the mainstream PLO in favour of its own protégés.

## Peking to ratify agreement over Hong Kong's future

BY DAVID DODWELL IN HONG KONG

THE SINO-BRITISH agreement on the future of Hong Kong after 1997 will be ratified in Peking next Monday, it was disclosed yesterday.

A two-month dispute over membership of the Joint Liaison Group, the body intended to ensure a smooth transfer of power, has also been resolved. Mr Eric Ho, who is ethnically Chinese, and Hong Kong's Secretary for Trade and Industry, will be part of Britain's team despite opposition from Peking. He has been given full British citizenship for the purpose.

Settlement of these outstanding issues has been finely timed ahead of a highly publicised visit to the UK at the beginning of June by Mr Zhao Ziyang, the Chinese Premier. From London Zhao will visit a number of other European countries.

Agreement over membership of the Joint Liaison Group should have been reached over two months ago. However, Peking has consistently objected to Britain's proposal to include Mr Ho in its team. After much fruitless argument, Whitehall came to the conclusion that the only way to keep Mr Ho in the team was to make him a full British citizen.

British officials insisted Mr Ho be on the group because of his knowledge of Hong Kong's involvement in international arrangements such as the General Agreement on Tariffs and Trade (GATT) and the Multi-fibre Arrangement (MFA).

which are likely to be an early focus of attention for the Joint Liaison Group.

Leading Britain's team will be Mr David Wilson, the Assistant Undersecretary of State at the Foreign Office who headed Britain's negotiating team in Peking for the final difficult stages of drafting the Sino-British agreement. With him and Mr Ho will be Mr John Boyd, political adviser to the Governor in Hong Kong, Mr Tony Galsworthy, head of the Hong Kong desk in Whitehall, and Mr Peter Thomson, head of Chancery in Britain's Embassy in Peking.

The Chinese team will be led by Mr Zhao Ziyang, who recently established Hong Kong and Macao Affairs Office in Peking's Ministry of Foreign Affairs. With him will be Zheng Weirong, head of the First Department of the Hong Kong and Macao Office answering to the State Council in Peking, and Ye Shouze, a member of the same office. Qiao Zhongshui, deputy secretary general of the New China News Agency in Hong Kong, and Chen Ziyang, a councillor of the Chinese Embassy in London, make up the rest of the Chinese team.

The group will meet first in London, probably in July. It will then meet about six times a year, between London, Peking and Hong Kong. From 1988, its main base will be Hong Kong. It will continue meeting until the year 2000.

## Sabah funds probe ordered

BY WONG SULONG IN MALAYSIA

THE newly-elected Government in the oil-rich East Malaysian state of Sabah has announced a commission of inquiry to investigate alleged misuse of more than US\$300m (RM103m) of state funds by the previous administration.

Datuk Joseph Pairin Kitingan, the chief minister, whose party Berjaya Sabah swept into victory in last month's polls, alleged that the previous administration under Datuk Harris Salleh did not get approval

from the State Assembly in granting funds to 12 projects.

Datuk Pairin said the previous government had deposited the money in a bank which subsequently gave loans to companies controlled by leaders of the former ruling Berjaya Party.

He claimed that the bank lent more than US\$250m to a company owned by a bank director and "Berjaya" Party leaders, and this contravened the Banking Act.

## Tigreans leave camps in Sudan

By John Murray Brown in Khartoum

REFUGEES from camps in eastern Sudan are returning home in large numbers. In the past two weeks 35,000 Tigreans have begun the 50-day trek back to their villages in northern Ethiopia, and a further 12,000 are about to leave, according to Rest the Tigrean agency co-ordinating the operation.

Rest is saying it is the reports of good rains in Tigré which has prompted this massive spontaneous repatriation.

Rest's plan was that only heads of families would go back but it is clear that while families are leaving many are in a poor state of health. Mr Dan Connell, an American who has worked in Tigré, says that on evidence of past migrations he expects a 50 per cent survival rate.

The United Nations High Commission for Refugees is also confused. "We don't pretend to understand this phenomenon," says Mr Pierre Gervais, the director of UNHCR in Khartoum. At the end of April UNHCR were still forecasting for an influx of 60,000 Tigreans. New contingency plans are being put into effect should the departing Tigreans turn back and become refugees a second time.

THE MASSACRE in Anuradhapura, which Sri Lanka's parliament will debate tomorrow, stunned the Sinhalese public. It jolted the Government, reactivated a long-dormant opposition and set in motion political trends that may open a new phase in the country's crisis.

The most interesting development is the emergence of influential Buddhist clergy as active intermediaries, but the most puzzling aspect is the reaction of Madras-based separatist rebel groups. All of them have disclaimed responsibility and many have condemned the cold-blooded terrorist attack.

On May 14, guerrillas disguised as soldiers hijacked a bus at the ancient Buddhist shrine in Anuradhapura, shooting at random, they killed 145 people, mostly Sinhalese.

State radio has broadcast a speech by President Junius Jayewardene twice and the island's two television stations have announced that the President will appear on prime time tonight. His speech at the opening of a suburban police station was obviously "an address to the nation."

Mr Jayewardene said: "It is reported that the Anuradhapura attacks were acts of revenge for the killing of civilians in the north by security forces during the last few months. If civilians have been deliberately killed, it is wrong and unproductive.



Mr Jayewardene: need for discipline in the army

The security forces are trained to follow commands issued by their superiors.

After a detailed account of the terrorist operation in Anuradhapura, Mr Jayewardene dwelt at length on the need for discipline in the army and on the role of the security forces in a democracy, questions which are clearly causing deep official concern and anxiety.

"In a democracy, the security and administrative services come under the control of the political leaders elected by the people. When such leaders are not elected by the people but have taken authority

Shops in Jaffna closed and many people stayed off work yesterday following a call by students for a strike against army harassment of civilians.

Most buses stopped running and about 200 people also observed a fast in two Hindu temples in the northern town in response to the strike call, they said.

The protests followed reports by residents that about 60 civilians, mostly Tamils, were missing and feared dead following a sweep through eastern areas of the country at the weekend by commandos. Military and civilian authorities have denied the reports.

by force and keep it by force, it is a dictatorship. I will never adopt such an attitude nor will this Government allow that to happen. That is why, in the direction of this war, orders are ultimately given by elected leaders, whoever may be in the seats of power," said Mr Jayewardene.

A few days earlier, a Sinhalese major shot dead a Sinhalese corporal who had gone berserk and killed six Tamil refugees. The officer corps is well-trained and professional, but the average soldier is a raw village youth who has been asked to fight an unconventional

war in alien terrain and not always with the best weapons.

The Government's most notable achievement has been that, despite uninterrupted terrorist attacks and a rising death toll of service personnel, there has been no Sinhalese backlash for nearly two years.

The massacre in the holy city of Anuradhapura, during which a monk and three Buddhist nuns were killed, had all the ingredients necessary for widespread riots in the Sinhalese south. There were none.

Paradoxically, this has worried the Government: is the seething mass anger taking an anti-government turn? Dr Ananda Tissa de Alwis, State Minister, said: "Forty-five per cent of the people opposed the Government, right or wrong, and this percentage would like to see the Government topple."

The Prime Minister, Mr Premadasa took the same line: "It was suicidal to say that the misfortunes of the Government would be the good fortune of its opponents."

The Anuradhapura attack has made the evident ineffectiveness of the counter-insurgency operation a source of mounting Sinhalese discontent.

However, influential sections of the Sinhalese elite have also been jolted into awareness of the urgent need for talks with the separatist Tamil groups and the young militants. A little light has suddenly appeared at the end of the tunnel.

reference, these lines of communication have virtually been closed, with the Government adopting the military option more firmly.

Foremost among these opinion-making groups is the Buddhist clergy, who seem to think that enough is enough and war is too serious a business to be left to the generals or the Government.

The Maha Sangha (higher clergy), led by the respected Asgiriya Mahanayake, took the initiative of summoning representatives of all parties to a conference in Kandy, while the chairman of the ruling UNP wanted time to consult his executive council, four other parties responded.

The Opposition, with a feeble caucus of 14 MPs facing a solid UNP phalanx of 140 and a Government with a six-year extension after the controversial referendum of December 1982, had begun to live with the idea of a virtual one-party rule. Now it has spotted an opening.

The Kandy conference has proposed an advisory committee on national security composed of representatives from all parties, a renewed effort to reach a majority Sinhalese agreement on concessions to the Tamils, and talks with India. The Madras Government, and all expatriate Tamil groups, including the young militants, A little light has suddenly appeared at the end of the tunnel.

## FOCUS ON OVERSEAS INVESTMENT AND CAPITAL EXPORT

# CANON: Looking at the Future



Left to right: Takanashi Mitsuru, President of Canon Europa N.V.; Ryuzaburo Kaku, President of Canon Inc.; Tsuneo Enome, President of Canon Giessen GmbH and Canon Bretagne S.A.

By Richard C. Hanson

Canon Inc. prides itself in having created an extensive worldwide sales and customer service network, for products ranging from high-quality cameras to office equipment. Canon, now is the biggest quality camera maker, and one of the largest makers of copying machines.

The company's strategy is to expand its overseas production capabilities, and eventually to add research and development in each of the markets where its products are in demand. That effort can be seen clearly in Europe, whose diversified markets present any number of challenges.

Canon's President, Mr. Ryuzaburo Kaku, who recently was awarded the Legion d'honneur by the French government for his efforts, recently discussed Canon's prospects along with the president of Canon Europa, Mr. Takanashi Mitsuru, and Mr. Tsuneo Enome, president of the company's two European manufacturing companies, Canon Giessen, in West Germany, and Canon Bretagne, in France.

Hanson: Canon's overseas sales have risen to about 70% of the total. How does the company view its "internationalisation" from now on?

Kaku: Basically, our policy has been to sell wherever there is demand for our products. We looked at the export market from the very beginning. What we are finding is that size of our sales really depends on the population of the market. The U.S. and Europe are about twice as large as Japan. China is a bit different, because it lacks purchasing power right now.

Hanson: Are there any risks to having such a large percentage of sales outside the home country?

Kaku: Japanese companies used to believe that if your dependency on exports exceeded 50% then you were running a risky business. We don't think so. Where there is demand, we will sell our products.

Hanson: Looking at each market individually, how do you view the prospects? What about Europe, which last year took 27% of your sales? What about the future?

Internationalisation Strategy

Kaku: Canon's internationalisation strategy is first to establish a marketing network. Then we can move into production, and finally those local companies will be able to do research and development. What we want is an integrated operation in each country's market, so that they can function more or less independently. Right now, we have just about established a marketing network throughout the world. We are in the process of expanding our overseas production. The next stage will be R&D. If you think of it as climbing a mountain, we are two-thirds of the way to peak. The last bit may be the most difficult.

Hanson: In Europe, what kind of production plans do you have?

Kaku: We have both European presidents here, perhaps they can explain the details. In France, last year

we began producing plain paper copiers at Canon Bretagne. In November, the government gave us permission to make electronic typewriters. We also expect to produce facsimile machines. In other words, what we are building is a total office automation equipment manufacturing facility. At our Giessen plant in West Germany, we are making medium- and high-speed copiers and other copier supplies. Looking ahead, we'd like to produce in Britain and elsewhere, though there aren't any definite plans yet.

Hanson: How much of your production would you like to move overseas?

Kaku: Our final target is to produce in each market in proportion to our sales there. Nowadays we are concerned with problems such as protectionism, which is why we may produce abroad regardless of higher production costs. But I think that each country has its individual merits. It may be cheaper to produce in Japan now. But in some cases it will pay to produce certain products in certain countries.

Enome: If you look at costs right now, you have to take into consideration exchange rates. With the yen strong against European currencies, our European added value looks good when compared with Canon's internal costs. But if you look at components, especially electronic parts, it is very difficult to find good supplies in Europe. Looking at total costs, Europe is still about 10% to 15% higher than Japan.

Hanson: What about cameras?

Kaku: It will probably remain easier and cheaper to produce high-quality cameras in Japan. On the other hand, the main plant for making medium-quality cameras is in Taiwan. We may make them in China.

Hanson: Just to get back to sales. How do you go about building a sales network? Mr. Mitsuru, you are in charge of European sales, could you elaborate?

### Building a Network

Mitsuru: One of the basic points is to have a very good product. In trying to establish a network in each country, the main task is to be accepted locally. You have to find the right people to work. How do you get the cooperation of local dealers and distributors? Very frankly, there may be big differences in the quality of workers in each market. Social customs and worker attitudes are different. For example, we can't twist people's arms to act as if they were, say, in Japan.

Hanson: What is it like working within the European Community? Does it help in setting up a European-wide network?

Mitsuru: The reality is that although the EC exists, the interests of each country remain different. The attitude of the French toward cameras is different than the U.K. The EC may set basic directions for the Community, but we have to keep an eye on how each country is doing. For example, we have set up separate marketing channels for France, West Germany and Britain. They are more or less independent. Other countries are covered through Canon Europa in Amsterdam.

Hanson: Mr. Enome, as production manager in Europe, what do you find to be the biggest advantages of having local plants?

### Local Production

Enome: What we contribute most to local marketing in Europe is that we can supply goods much faster than from Japan, about twice as fast. We have to maintain good inventories in order to be flexible, so we meet each month with the sales people. We don't have research and development capabilities in Europe right now, so the things we make are designed in Japan. But, for example, when it comes to items like electronic typewriters, which

differ from country to country, we have to have very subtle coordination in the local market.

Hanson: Looking at the long term, what kind of growth can Canon expect?

Kaku: The weight of the overseas market will continue to expand. As a company, we have experienced a very fast rate of growth over the past ten years. Last year, looking at Fortune magazine's directories of the 1,000 world's largest industrial corporations (500 inside the U.S. plus 500 outside the U.S.), I calculated that Canon had the third fastest rate of growth among those companies which were also on the list nine years ago.

Hanson: Are you worried about competition from the newly industrialising countries, such as South Korea and Taiwan?

Kaku: Newly industrialising countries are following us in technology, which is a good thing. But I believe that we are going to remain the front-runner in technology, while supplying these countries with technology.

Hanson: Who are your toughest competitors in Europe?

Mitsuru: In our product lines, the severest competition is from other Japanese companies. Take, for example, Xerox, with whom we more or less share the copier market. Our biggest concern is from products being sold by the Fuji Xerox, the joint venture in Japan. For Europe, when we talk about competition from developing industrial countries, we worry about products such as cameras being made in Eastern Europe.

Hanson: What is Canon's share of the European market?

Mitsuru: That is hard to say. But in the market for single-lens reflex cameras I think we have about 20% or so. In copiers, we are over 20% of the market.

Hanson: How does Canon view international capital markets?

Kaku: European markets are very popular with Japanese companies. It

is simpler and cheaper to raise funds there. Canon has issued in Swiss francs, Deutschmarks and Eurodollars. We go wherever the best conditions are. Seventy percent of our funds raised through bond issues come from overseas. We are also interested in European bond issues. I am against speculative investment. We prefer to make money from our main lines of business. Our philosophy is to try to save even one yen by improving the way we produce things.

Hanson: Could you elaborate on Canon's management philosophy?

### Unique Management Philosophy

Kaku: I think that Canon's philosophy is unique. If you look at the history of capitalism, there has always been a conflict between workers and the capitalists over how profits are being distributed. That has resulted in strikes and labour disputes. We as a company have looked at what the next stage in that relationship should be. What we realised is that workers and management are in the same boat. Profit isn't just enjoyed by shareholders and managers but also by the workers. That was the second stage. When I became president, I concluded that we as a company have a responsibility to the society that we are in. If we make a big profit, then part of that should be returned to the society. The company must exist for the benefit of the whole world. That is why we built a plant in France, to contribute to employment.

Hanson: Practically speaking, how do your labour relations work?

Kaku: Just to give one example, this year our wage increase negotiations took only two hours to complete. We'd rather spend the time improving the company. The labour union is cooperating.

Hanson: Looking at the future, how is Canon approaching technology development?

Kaku: We have just established a new research laboratory. Even if we have idealistic goals, we can't achieve them without concentrating on research. This year, we will spend about 8.5% of sales (nonconsolidated basis). Looking at our major product divisions, for example, for cameras, we should be working on stereo videos or 8mm videos and other products; office equipment should be trying to expand in office automation systems, including communications technology, and maybe even home automation systems in the future; the special optical division should be aiming at making Canon into an integrated maker of semiconductor fabrication equipment.

Hanson: What do you see as Canon's future?

Kaku: Let me explain my dream. When we have developed from cameras into good video products, and the market is ripe, we want to be competing on the scale of a Matsushita. When the current range of electronic components is replaced by optoelectronics, we want to be a supplier of components equal to Texas Instruments. We then want to use those components in office equipment in the just like an IBM. That's my dream. I don't know if we will realise it, but we will always be working toward it.

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## WORLD TRADE NEWS

## West Germany may rethink policy on N-waste for China

BY JONATHAN CARR IN FRANKFURT

WEST GERMANY may be on the point of modifying its firm opposition to sending nuclear waste to China for storage there, according to government sources in Bonn.

This in turn, it is felt, could help Kraftwerk Union (KWU), the German power station builder, win business in China worth several billion D-Marks.

The matter has now become pressing because Zhao Ziyang, China's Prime Minister, is due to visit West Germany on June 10-12, with nuclear matters high on the agenda of his talks.

The Chinese have long been offering to take German spent nuclear fuel, for storage, as part of their plans to help finance industrial development, including their nuclear power programme.

So far, the Bonn Government has rejected the idea. But it is understood that the recent firm decision to build a nuclear fuel reprocessing plant in Bavaria - after years of dispute on the issue - could now prompt a reassessment.

It is argued that the plant would deal with much of the country's nuclear waste and that a share of the remainder might be sent to China as part of broader co-operation.

While KWU's hopes of China contracts clearly do not hang on this issue alone, it is felt that a change of stance in Bonn on nuclear waste now would come at a very helpful moment.

KWU, a Siemens subsidiary, submitted offers in April to build two separate nuclear power plants in China - each with two reactors - and faces tough competition, especially from the French.

KWU experts are currently in China to answer questions on the offers made.

It is not felt very likely that the company would land deals to build both plants because it is believed the Chinese will want to compare different reactor techniques.

## China, EEC sign new economic agreement

BY QUENTIN PEEL IN BRUSSELS

CHINA and the EEC yesterday signed a trade and economic co-operation agreement intended to promote the expanding commercial relations between the two sides particularly in new fields of advanced technology.

The deal covering the next five years provides for considerably wider co-operation than the previous two trade agreements, including EEC support for management and industrial training schemes, exchanges of economic information and investment promotion.

It comes into effect against a background of rapidly expanding trade between China and Europe from a low level. EEC exports doubled between 1980 and 1984 from Ecu 1.7bn (\$1.25bn) to Ecu 3.5bn, while Chinese exports to the Community increased in the same

period from Ecu 1.9bn to Ecu 3.2bn, according to the European Commission.

The largest item in China's exports remains textiles and clothing, amounting to some 35 per cent of the total.

The agreement is intended to promote co-operation in new fields such as information technology, energy and biotechnology, as well as more traditional areas such as mining, agriculture, transport and communications.

It was signed in Brussels by Sig Ciniolo Andreotti, the Italian Foreign Minister, for the Council of Ministers; Mr Willy de Clercq, as the European Commissioner responsible for external trade; and Mr Sheng Toubin, the Chinese minister responsible for external economic and commercial relations.

## PepsiCo to boost Soviet business

By WILLIAM HALL in New York

PEPSICO, the U.S. soft drink group, plans to nearly double its Soviet business through a \$20m barter agreement which will continue through to at least 1990.

Mr Donald Kendall, PepsiCo's chairman, and Mr Yuri B. Zhishin, president of the Soviet export/import company, signed the new trade pact in Moscow yesterday. The pact, which supersedes an earlier agreement, coincides with a visit to Moscow of Mr Malcolm Baldrige, the U.S. Secretary of Commerce.

Mr Baldrige is in Moscow for the first high-level meeting since 1978 of the U.S.-Soviet joint commercial commission which he co-chairs with Mr Nikolai Patolomeev, Foreign Trade Minister.

The deal follows a Kremlin announcement of measures to reduce the high level of vodka consumption and drunkenness.

Under the terms of the deal, PepsiCo provides soft drink concentrates and assists the Soviet Union with quality control. In return, PepsiCo purchases Stolichnaya vodka for sale in the U.S. where it is the top selling imported vodka.

PepsiCo signed its first trade agreement with the Soviet Union in 1972, paving the way for it to become the first foreign consumer product available in the Soviet market. Its first bottling plant opened two years later in Novosibirsk.

Today, Pepsi-Cola is bottled in 14 plants owned and operated by the Soviets.

PepsiCo says that the Soviet Union is very important. It is a large, growing and profitable market. Even at current levels, retail sales of Pepsi-Cola total nearly \$200m a year.

Paul Taylor in New York writes: PepsiCo's commercial involvement in the Soviet Union dates back to 1959 when, at Mr Kendall's instigation, the U.S. group first exhibited at the American National Exhibition in Moscow - photographs of Nikita Khrushchev, then Soviet Prime Minister, drinking Pepsi, subsequently appeared in newspapers around the world.

## David Gardner examines Mexico's efforts to combat opposition to its trade reforms

## Industrialists keep protectionist flag flying

MEXICO's efforts to carry out the most radical reform of its trade policy since it began a period of rapid industrial development after World War Two have run into entrenched opposition from industrialists who were nurtured through this period in a protectionist cocoon.

Government officials, foreign creditors and the private sector all agree that the country's ability both to pay its debts and restore acceptable levels of growth after the worst recession since the 1930s depends on expanding an export base dominated by oil.

However, Government measures to achieve this, in particular through a scheme to liberalise imports in order to boost non-oil exports and lower domestic inflation, have rallied local industrialists to their protectionist battle standard.

The industrial lobby has been able so far to block the key measure in an export promotion programme introduced last month. This measure, known as Diemer, envisaged allowing exporters to import 40 per cent of the value of their exports free of import licences, tariffs and value added tax. The attempt to open Mexico's frontiers disappeared between the drafting and publication of the programme.

Many Mexican industrialists are conscious that the days of the captive domestic market are over but believe the Government is resorting to "shock treatment". The nationalist and orthodox left agree with them, arguing that Mexican industrial and economic policy is being dictated by the IMF, with which Mexico is on the third and final year of an austerity programme agreed after its financial collapse in August 1982.

The industrial lobby argues that to open Mexico's frontiers suddenly to a flood of imports would wipe out an important part of the country's manufacturing base.

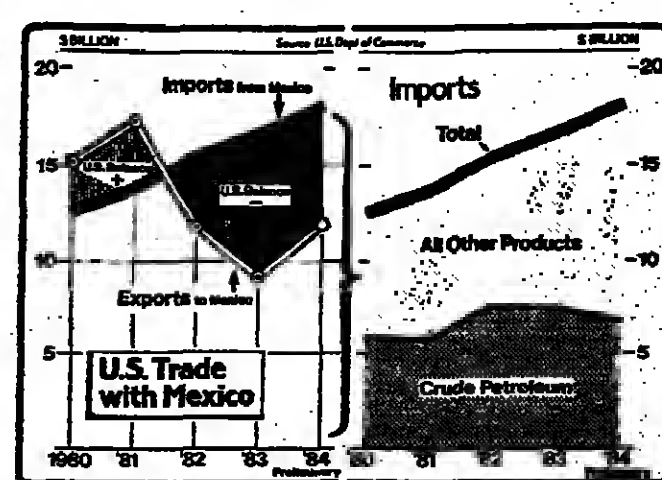
However, in interviews over the last 10 days, senior Government officials including President Miguel de la Madrid, Sr Jesus Silva Herzog, Finance Minister, and Sr Hector Hernandez, Trade and Industry Minister, have all insisted that the Diemer scheme will be implemented, albeit in a "less aggressive" and more gradual form, according to Sr Silva Herzog.

The revamped import facility is now likely to be available only to exporters of goods with at least 30 per cent local content, and the "freed" imports will be to a value of around 30 per cent of the manufacturer's exports instead of 40 per cent according to senior officials.

The controversy over trade liberalisation takes place against a background of onerous debt service payments and falling trade surpluses.

Even after the pioneering multi-year rescheduling of \$48.7bn (\$38.3bn) of the country's \$66bn foreign debt finalised on March 28, Mexico still has a debt service bill of \$14.4bn this year, rising to \$22.2bn by 1990.

Mexico's principal source of foreign exchange is the \$16bn-plus it earns from oil exports. By cutting imports by two-thirds between 1981-83 and boosting non-oil exports, these revenues have underpinned record surpluses of \$13.8bn in 1983 and \$12.8bn last year. But the trade surplus for the first quarter of this year, of \$2.3bn,



was down 42 per cent on the same period last year, continuing the trend of the last quarter of 1984.

The first quarter output broken down, reflected an export rise of 37.8 per cent, a fall in oil exports of 8.6 per cent and a drop in non-oil exports of 16.3 per cent.

The rise in imports is explained by private sector purchases of capital goods, reflecting the unexpectedly vigorous upturn of the last nine months. But this upturn, producing GDP growth of 3.5 per cent last year against an original target of 1 per cent, has sucked back in to the domestic market the surplus of goods which had been sold abroad, frequently at less attractive margins.

Mexican industrialists, with a rewarding captive market at home, have little tradition of exporting and the non-oil export effort of the last three years has been based on surplus capacity; the cut in imports is

a one-off, probably unrepeatable effort if the economy is to grow. What follows is that the record surpluses of the last two years cannot be approached without the sort of structural changes the Government is trying to introduce through its trade liberalisation measures.

The wider backdrop to these measures is also disturbing. Officials here are concerned about a further softening of oil prices; that the U.S. economy, which took three quarters of Mexican exports last year, will turn down and interest rates may rise; and, domestically, that inflation cannot be much reduced from last year's 59.2 per cent. Inflation at the end of last month was running at an annualised 56.5 per cent, against an unreal target of 85 per cent by the end of the year.

At the same time, Mexico's reserves - rebuilt from virtually nothing at the end of 1982 to \$8.1bn at the end of last year

- have fallen in recent months and now stand at about \$6bn. Senior officials estimate to put an exact figure on them, pointing out that Mexico made heavy amortisation payments at the beginning of the year.

The worsening trade picture has also set off a new round of devaluation rumours, a debilitating feature of the Mexican economy since the 1983 collapse. Petrolists are the most sensitive instrument to these rumours since they are backed by a fixed, notional \$20-per-barrel light crude oil price and are therefore a substitute for dollars, replacing the "peso-dollar" or domestically held dollar accounts seized in 1982. At the end of last week they rose by up to 5 to 10 per cent.

The ruling Institutional Revolutionary Party, in power for the past 56 years, faces its most serious electoral challenge for decades in mid-term elections in July, so few officials would like the Government to risk devaluation now.

The Government is committed to a competitive exchange rate; ministers are insisting that the edge provided by devaluation is ephemeral (as well as inflationary), and that Mexican industry can only become really competitive abroad through structural change.

They also stress that Mexico's liberalisation efforts will be no avail if the trend in industrialised countries is towards protectionism. After three years of talks, Mexico last month reached a bilateral trade agreement with Washington guaranteeing more secure entry of Mexican goods into the U.S. market in exchange for the lifting of all export subsidies by the end of next year.

## Cyprus pipe contract awarded

BY ANDREAS HADJIPAPAS IN NICOSIA

THE FRENCH company Pont-A-Mousson S.A. has won the contract for the supply of ductile pipes for Cyprus's big water supply and irrigation scheme, known as the southern conveyor project.

An official announcement said the French offer of just less than CE19.4m (\$26m) was the lowest of 24 tenders submitted last October.

The announcement said the French company's offer was the most satisfactory not only because it was the least expensive, but because it met fully all technical requirements and was accompanied by generous credit facilities.

The southern conveyor project, the biggest ever undertaken in Cyprus, is expected to cost \$360m.

## France urges Japan to buy outside U.S.

BY JUREK MARTIN, FAR EAST EDITOR, IN TOKYO

M. LOUIS Mexandean, France's Minister of Posts and Telecommunications, yesterday joined the growing European movement urging Japan not to confine itself to the U.S. in considering purchases of foreign telecommunications equipment.

M. Mexandean, who is spending a week in Tokyo, seemed concerned that U.S. pressure on Japan might affect procurement policies and inhibit joint ventures between Japanese and non-American concerns.

"Political and non-technical reasons," he said, "should not be the only criteria applied."

He pointed to what he described as proven French expertise in several areas - digital and private branch exchanges and telephone terminals. He also noted the possibilities of Franco-Japanese co-operation in satellite launches and in developing a new generation of telecopiers for facsimile transmission.

While several U.S. companies have either concluded or are negotiating co-operative agreements to take advantage of Japan's deregulation policies, European concerns seem to be facing rougher going.

The UK, for example, has recently drawn attention to the apparent difficulties being encountered by Cable and Wireless in its attempt to take a modest stake in Telcel, one of the putative new Japanese telecommunications networks.

M. Mexandean was prepared to concede that France had yet to develop trade and industrial strategies commensurate with the nation's technology expertise. A concession, he said, was the fact that France only sold to Japan about 35 per cent of what it bought.

M. Mexandean welcomed the first phases of Japanese telecommunications deregulation but showed little general sympathy for the privatisation of public service industries like telecommunications. A state-run system, such as France's, he said, had demonstrated a twin ability to compete technologically and to provide basic services "to all citizens, rich and poor."

He was particularly concerned that extensive worldwide deregulation, as frequently urged by the present U.S. Administration, would merely serve to exacerbate tensions between the North and South.

## Austria signs for Saab jets

By Patrick Blum in Vienna

THE AUSTRIAN Government yesterday finally signed a deal with Sweden to buy 24 second-hand Saab Draken interceptors to modernise its air force.

The aircraft will cost Sch 2.41bn (\$112m) but the deal also involves a 130 per cent compensation agreement worth Sch 2.14bn over a period of 10 years covering technology transfers to Austria and sales to Sweden by Austrian firms.

Austrian sales to Sweden will include Sch 1.2bn for high-technology products, Sch 400m of various specified deliveries from small Austrian companies and another Sch 700m for other unspecified deliveries. In addition, Sweden is committed to transfer technology to Austria with the option of setting up joint ventures here to the value of Sch 720m.

Altogether, 23 major Austrian companies are expected to benefit from the agreement, which will include a joint venture between Saab Schrack, the Austrian telecommunications company, and Ericsson of Sweden to produce telecommunications equipment.

The deal will end a long controversy about the choice of the aircraft.

## UK Government warned on textiles

BY ANTHONY MORETON, TEXTILES CORRESPONDENT

THE BRITISH Government was warned yesterday that its more liberal approach to textile trade policy was causing the industry "acute concern."

Mr Harry Leach, president of the British Textile Confederation, told the annual meeting in London that the industry remained vulnerable to events outside its control.

The confederation welcomed the decision to seek a renewal of the

Multi-Fibre Arrangement (MFA), the world agreement that governs some 80 per cent of trade in textiles and clothing, but was concerned over four aspects of policy:

- The decision to go for a more liberal policy on imports of goods which was based on highly dubious theories about benefits for the rest of the economy.
- An absence of any commitment that textile interests would be given

their full weight in the coming General Agreement on Tariffs and Trade (GATT) negotiations in Geneva.

- A lack of awareness by the Government over practical problems in liberalising quotas, especially on the proposal to free children's clothes from quota restrictions.
- Insufficient attention was paid to the risk of disorder if the MFA was watered down.

## Two consortia for talks on HK rail system

HONG KONG's Kowloon Canton Railway Corporation (KCR) has selected two consortia for detailed talks and further study of the light rail transit system planned for the Colony's New Territories, our Trade Staff writes.

It has named a consortium headed by Ateliers de Construction Electriques de Charleroi of Belgium, with which Balfour Beatty of the UK is associated, and a British-Hong Kong joint venture between GEC Transportation Projects, Metro Cammell, and Gammon Hong Kong.

Schroder Wagg, the UK merchant bank, is financial adviser to the Belgian consortium.

Five consortia were invited to tender for the HK\$110m (£105m) contract to build a 23.5km double track rail transit system.

The contract is the first phase of a two-phase 34km project linking Tuen Mun and Yuen Long in the western part of the province.

**Thermal project loan**

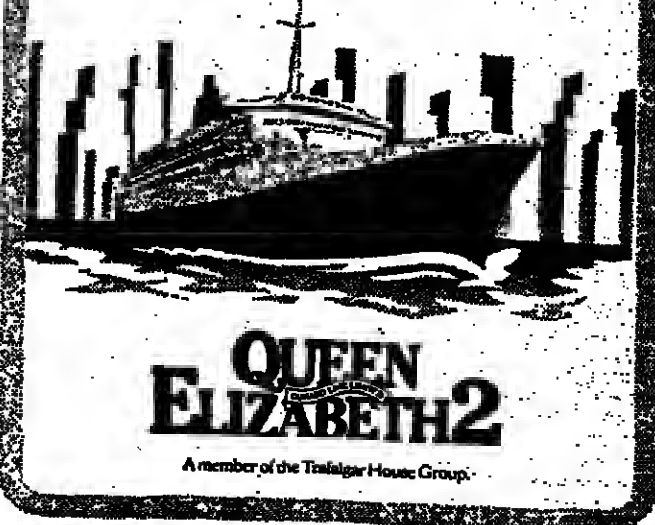
The World Bank has approved a \$300m (£220m) 20-year loan as its share of the \$1.3bn Chandrapur thermal power development in Western India. AP reports.

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مكتبة القاهرة



## Brazil set to win approval for delaying debt renegotiation

By Andrew Whitley in Rio de Janeiro

Sr Antonio Carlos Lemgruber, the Brazilian central bank governor, was expected yesterday to conclude arrangements with the country's banks advisory committee in New York to delay phase two debt renegotiation for a further 90 days to the end of August.

Telexes going out to Brazil's estimated 700 bank creditors over the next few days will be accompanied by a statement from Mr Jacques de Larosiere, the International Monetary Fund managing director, confirming that negotiations with Brazil on an austerity programme will commence next week.

During his meeting with the banks advisory committee Sr Lemgruber reportedly faced a barrage of questions from anxious bankers over a report published in Brazil over the weekend that the country may ask for another \$40m (\$2.1bn) this year from the international financial community.

Sr Lemgruber is said to have clarified that the report is a question of discussion paper from the Planning Ministry—was still preliminary.

He repeated earlier statements that Brazil envisaged it would face a \$2.5bn current

account deficit in 1985. But he said it would seek to fill this gap with funds from the multi-lateral spending institutions and not commercial banks.

It is not clear yet how such a large sum can be raised at short notice from the only obvious sources, the World Bank and the Inter-American Development Bank. The amount needed is double their presently anticipated disbursements for 1985.

One possibility is that Brazil will press to revive an ambitious World Bank-backed co-financing scheme discussed last year under the Figueiredo Government. It was dropped at Brazil's request, mainly because of the then Government's dislike of the bank's conditions.

In his outgoing paper, Sr Jose Sayad, the Planning Minister, argued that if Brazil were to obtain, say, an additional \$40m a year from its foreign bankers it could give itself more room to tackle pressing social problems.

Over the weekend Sr Sayad also called for the partial capitalisation of interest payments on the country's \$104bn foreign debt, describing it as "imperative."

## Nicaragua thwarted on Toronto trade office

By Bernard Simon in Toronto

CANADA will not allow Nicaragua to use a new trade office in Toronto to circumvent the U.S. imposed embargo. Mr Joe Clark, Canada's Foreign Minister, said after a meeting with Mr George Shultz, the U.S. Secretary of State, in Washington.

Nicaragua moved its North American trade promotion centre from Miami to Toronto in the wake of an embargo announced on May 1. Canada has declined to participate in sanctions against the Sandinista Government, arguing that they may promote economic instability in Central America.

The Canadians have also rejected attempts to make U.S. subsidiaries in Canada comply with the embargo. A law passed this year gives the Canadian Government powers to block compliance by locally based companies with foreign boycott and sanctions orders.

Mr Clark gave no indication how Ottawa plans to control the activities of the Nicaraguan office. He said it would be "inappropriate" for the office to buy U.S.-made goods.

The U.S. embargo is viewed as an opportunity for Canada to expand its trade with Nicaragua, amounting to C\$67m (\$38m) in 1984.

## Frank Gray, recently in Havana, examines Castro's move against U.S. broadcasts Radio battle hits Cuba's tourist dollar flow

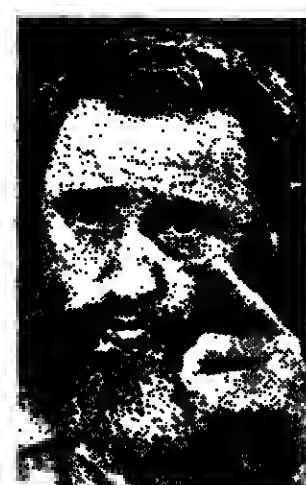
THE DECISION by Fidel Castro, the Cuban President, to hit back at the U.S. over Washington's decision to broadcast Spanish-language radio programmes into Cuba threatens to disrupt the flow of hard currency into Cuba's vital tourism industry.

Washington's inauguration this week of Radio Marti broadcasts out of Florida, and the Cuban Government's reaction come when economic relations between the two countries, although narrowly based, have been better than at any time during the Reagan Administration.

These relations revolve around Cuban Americans who, through a special dispensation by Washington and agreement of the Castro Government, have been flooding into Cuba as tourists at a rate of more than 1,000 a week.

The tourists, bearing much-needed hard currency, have left the big hotels of Havana awash in dollars by snapping up appliances and household goods for distribution to their Cuban relatives.

Some tourism industry officials estimate that the value of their business could, if allowed to continue, be worth \$50m (\$39.3m) this year. The numbers may not equal the 100,000 expatriate Cubans permitted by President Carter to visit their home country in 1979, but their impact on the economy could be greater.



Castro's retaliation

Unlike 1979, they are inhibited from bringing many goods into the country and must, instead, bring dollars to spend in the hard currency shops of Cuba's major hotels. The expatriate income aside, Cuba earns about \$100m a year from tourism, none of which comes from the U.S., so it is not affected by President Castro's retaliatory move.

Radio Havana announced on Monday that Cuba was suspending an immigration record with Washington which involved the

The Cuban Government yesterday stepped up efforts to jam transmissions from the U.S. of Radio Marti, the Washington-sponsored station aimed at sending news to Cuba, Reuters reports from Havana.

A background which heard throughout the first day of broadcasting turned into a loud drone yesterday but was not enough to blot out the broadcast.

Foreign diplomats said Cuba's decision to retaliate by suspending an immigration pact with the U.S. was a halting move by Castro. Americans appeared to be aimed at driving a wedge between the two strong exiles Cuban-American community in the U.S. and Washington.

and in Havana, the two main tourism centres, are hard pressed to accept anything but dollars. The official exchange rate at hotel counters is 85 cents per peso, but Cubans without U.S. or other foreign currencies are obliged to do business at the small but increasing number of high street shops, paying up to five times in pesos for comparable goods foreign visitors can buy in hotel dollar shops.

Russian-made watches such as the Westok and Faketa marines sell for between \$60 and \$120 in shops compared with just \$20 for Japanese digital and analogue watches in hotels.

The Government seems to have accepted the unofficial 5:1 street exchange rate: a state retail shop for Cubans was opened not long ago in Havana with basic housewares costing up to five times their dollar counterparts.

Many of the more internationally-minded trade and financial officials in Cuba recognise the need for a continued hard currency flow into the economy because the improved capacity will give Cuba the funds to buy Western goods and knowhow.

They are cautious, however, not to be too overt in their enthusiasm for fear of sending the wrong signals to Cuba's more orthodox central planners who are committed to a heavy dependency on trade with the

Such trade last year was worth nearly 85 per cent of all Cuba's exports, mainly sugar and nickel, and imports. In effect, some pesos 4.5bn (\$62.9m) in goods went to Comecon and pesos 5.5bn came from the socialist bloc.

There also remains the very real fear that the sudden surge from Cuban Americans of Western consumer goods—indeed some goods, such as bourbon whiskey and housewares, are from the U.S., via Panamanian middlemen—may prove a corrupting influence. A generation of Cuba's 10m people have known nothing else but what is termed the "Triumph of the Revolution," cornerstones of which are the elimination of illiteracy and creation of a vast system of hospitals and health services.

Under the just-suspended immigration agreements, some 20,000 Cubans were to be permitted entry to the U.S. each year in return for the repatriation of the undesirable aliens.

One point that cannot be lost on the Castro Government is that such an outflow, if it is allowed to resume, will inevitably lead to a greater influx of well-heeled expatriates dispensing largesse to their Cuban relatives in future years.

As there are no other meaningful trade relations between the two countries, this could be a mixed blessing.

## Guyana fights back after IMF aid blow

By Canada James in Kingston

GUYANA SAYS it intends to increase production and exports to counter the decision of the International Monetary Fund to make the country ineligible for financial assistance.

The decision by the Fund was expected in Guyana, following the country's failure to meet its programme of loan repayments to the Fund.

Guyana, short of hard currency, is due to pay the IMF \$11.7m (\$24.6m) this year. Mr Carl Greenidge, the Finance Minister, said it was intended to pay the IMF \$25m, about a third of total hard currency earnings expected this year.

So far \$5m has been paid, and the IMF told the country was not trying hard enough. The IMF decision will further reduce Guyana's access to hard currency support. Banks and donor countries have been reluctant to lend since the last year with the IMF collapsed in 1982.

The Government has been seeking between \$150m and \$200m from the IMF, but has been reluctant to cut government spending and curb imports—conditions which the Fund wants implemented. The weak economy is burdened by a \$1.2bn foreign debt, the servicing of which eats up 42 per cent of its foreign earnings.

## East Caribbean security pact likely in June

By Robert Mautner, Diplomatic Correspondent

MR HERBERT BLAIZE, the Prime Minister of Grenada, said in London yesterday that the Organisation of Eastern Caribbean States hoped to conclude a treaty on mutual security arrangements by the middle of June.

Under the treaty, any member of the organisation could call for help from the others when their security was threatened by an outside power. The OECS groups Grenada, St Vincent, St Lucia, Dominica, Montserrat, St Kitts/Nevis, Barbados and Antigua.

Mr Blaize declined to name a definite date for the withdrawal of U.S. troops from the island, where they have been since the American intervention of October 1983.

"The Americans will stay until we have put together our own security forces," Mr Blaize said. He hoped that it would not be long before Grenadians would be looking after their own security.

Britain and the U.S. would not be parties to the security treaty.

The Grenadian Premier, who has been having talks in London with Mrs Margaret Thatcher, the Prime Minister, Sir Geoffrey Howe, the Foreign Secretary and Mr Timothy Raison, the Minister for Overseas Development, said his visit had been "fairly satisfactory, so far."

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Sleepless anguish.

For months, he'd suffered the sleepless anguish of not knowing which way to turn.

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## Things are better since my husband started sleeping with his micro-computer

"I'm so scared," he confessed one morning at three o'clock, "of buying some trendy machine that'll date quickly, or fail to run the programs I need."

But now, he'd been introduced to the new Alphatronic. And it had been love at first byte.

Not like the others.

"It isn't just a copy of all the others," he enthused. "It's faster and better thanks to one of the first Intel 80186 processors. With a capacity large enough to easily accommodate my expansion plans."

"Listen, darling," he whispered, excitedly, "whereas others take up to two minutes to warm up, that powerful, 16-bit chip means the Alphatronic is ready to use in seconds. Then it goes on reacting faster to all your instructions."

"The characters are all large, clearly readable, with pin-sharp resolution. Glowing in a really restful amber colour."

He was in raptures. I was so happy for him.

Beautiful ash-blonde.

"Is this new love of yours very beautiful?" I asked.

"Ash-blonde, with auburn details," he replied. "And ergonomically designed. So, it isn't just user-friendly, it's more user-affectionate."

This was Tom's sweet way of saying how the Alphatronic is designed around the user's needs. The keyboard, for example, is structured to make everything totally accessible.

"But then, it's the sort of keyboard sophistication you'd expect from people as experienced as Triumph Adler. Those German designers certainly know about marrying form to function. I mean, look at Audi cars."

For a moment, I thought he'd gone off at one of his tangents, but then he told me that

Triumph Adler are, indeed, part of the VW/Audi organisation.

All of eighteen.

With a full eighteen function keys where others offer only ten, the Alphatronic will certainly make life easier by being much less complicated to operate.

Tom says it's even gone as far as to use separate cursor control and numeric key pads.

Though, I must admit, he lost me there.

"Then there's the Alpha Key," he shouted from the shower. "It means that, with a single key stroke, you can suspend any program and use the machine as a typewriter, with everything you type appearing on the screen."

"And the wrist-rest," he gasped, as he did his sit-ups. "I find it such a sympathetic thought."

"In fact, I'm amazed it hasn't occurred to anyone else."



"So now," he said, as he snuggled down beside me, "it'll be really easy to keep all my accounts up to date and accurately control my stock levels. What's more, all my typing will be automated."

"And I can relax, because I've found the perfect micro for my needs at last."

He was dozing already. But just before he dropped off, he murmured, "IBM compatible." And sighed, blissfully.

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## ENVIRONMENTAL SAFEGUARDS

## U.S. rethinks policy on development loans

By Nancy Dunne in Washington

ENVIRONMENTALISTS won a rare and sweet victory when the World Bank last month halted payments on its \$443.4m (\$943.7m) investment in a massive resettlement project in Brazil's Amazon rain forest.

The Polonoroeste programme, encompassing the size of three quarters the size of France, most of it tropical moist forest, has long been the target of a concerted campaign, combining legislative lobbying, international pressure, Congressional hearings and widespread publicity.

The involvement of key Congressmen has raised a new awareness within the Treasury that the failure to consider the environmental impact of development can undermine the billions of dollars spent to raise living standards in the Third World. The end result of the lobbying effort has been not only the suspension of World Bank lending for one project but a new commitment by the U.S. Government to examine multilateral development loans more closely.

Testifying before the Senate subcommittee on foreign operations early this month, Mr James Baker, Treasury Secretary, said the department would bring "questionable projects to the attention of senior management of the various multilateral development banks."

"Our own examination of MDB projects indicates a mixed performance by the banks in adhering to their own, current standards regarding environmental safeguards on the design and implementation of their projects," he said. "There have been some very well designed projects. There has also been a number of environmentally questionable projects."

The Polonoroeste project featured a 1,000 mile road through the heart of the

Amazon, construction of feeder and access roads and the building of numerous rural settlements offering agricultural credit and assistance, health care and education. The Bank had built environmental safeguards into the programme and had provided for the protection of the lands of the 6,700 Amerindians in the region, but the stipulations simply were not met by the Brazilian agencies involved.

As early as 1983, Mr David Price, an anthropologist and former World Bank consultant, warned that the project was encountering grave problems. Paving of the highway was ahead of schedule, but provisions to protect the Indians had not been implemented. Most indigenous lands were not demarcated, economical reserves had not been set aside, and massive, unplanned migration was resulting in increasing deforestation.

Mr Jose Litzberger, a Brazilian environmentalist, raised even more serious charges before a House subcommittee last September. "The Polonoroeste project," he said, "is a method of decreasing the risk and increasing the security of the large landowners, and it does this by removing some of the rural poor from the regions where they were born."

Dr Jim Lee, head of the bank's office on environment and science, says recommendations for increased consideration of environmental problems presented by a House banking subcommittee and the U.S. Treasury are now under advisement by senior management. The Bank has recently issued new guidelines on pesticide procurement and use and for potentially hazardous industrial projects. "We are ready to respond to emerging conditions," he said.



## UK NEWS

## Tokyo could face trade sanctions 'by year end'

BY ANATOLE KALETSKY

JAPAN MAY face protectionist measures against its exports before the end of this year unless it adopts quantifiable import targets and shows a "willingness to be measured by them," Mr Norman Tebbit, the Trade and Industry Secretary, said yesterday.

Mr Toshio Yamazaki, the Japanese Ambassador to Britain, was also warned last night by several Tory MPs at a stormy meeting at Westminster, that Japan must open up its markets to other countries otherwise protectionist pressures would be impossible to resist.

In a toughly worded speech to the annual dinner of the Confederation of British Industry (CBI), Mr Tebbit roundly denounced Japan for "riding on the back of the open trading system" and "putting less back into it" than Europeans and Americans had a right to expect.

Claims by the Japanese Government that it was trying to reduce Japan's trade surplus were "hard to equate" with the heavy use of aid



Mr Norman Tebbit: 'Japan must set targets'

and soft finance in competition for international contracts, such as the recent "Bosphorus Bridge affair," Mr Tebbit said.

He called on the Japanese Government to set clear targets for the reduction of its trade surplus. Without "early, measurable" progress on such targets, pressure in the U.S.

for "unilateral action against Japanese goods may become irresistible sometime this year," he said.

Such U.S. action against Japan would in turn "encourage parallel measures" in the European Community in an "attempt to prevent Japanese goods excluded from the U.S. market from being diverted" to Europe, Mr Tebbit added.

The British Government would "strongly regret" any such action against Japan because it could lead to a rapid unravelling of the open trading system; but at present "Japan is simply not perceived as a committed participant in an international open trading system."

In Japan, manufactured imports amounted to only 2.4 per cent of GNP, against a share of 5.5 per cent of GNP in Europe and 5 per cent in the U.S.

If the Government was genuinely looking for ways of increasing Japan's foreign purchases, it was easy to "offer some advice on this point," Mr Tebbit said.

## Thatcher listens to criticisms of policies

By Peter Riddell, Political Editor

MRS MARGARET Thatcher, the Prime Minister, was yesterday told about Conservative backbench concern over the Government's recent performance and presentation of policy.

Mrs Thatcher met the executive of the 1922 Committee of Tory MPs for 40 minutes, in her House of Commons room. Such meetings are held regularly but yesterday's had an added significance because of the recent widespread unease among Tory MPs.

Afterwards, there was a deliberate attempt to play down the importance of the talks. Senior backbenchers said it had been "low key," "restrained," and one prominent Tory even described the comments as "anodyne."

The executive of the 1922 Committee contains a wide spectrum of backbench opinion, including two sponsors of Conservative Centre Forward, the new party pressure group headed by Mr Francis Pym.

Some senior Tories feel that the Government has made a number of serious mistakes in recent weeks, notably over the handling of the decisions about social security and the future of local rates (property taxes).

There is pressure for some of the more controversial items, such as the phased ending of state earnings-related pensions, the removal of restrictions on Sunday trading, and legislation on animal rights to be dropped or delayed. But there is no sign that Mrs Thatcher and her allies have any intention of changing the Government's legislative programme, and indeed they have the support of most backbenchers.

## AGREEMENT TO CO-OPERATE IN PORTFOLIO MANAGEMENT

## Barings to partner Japanese bank

BY YOKO SHIBATA IN TOKYO AND GORDON CRAME

BARING BROTHERS, the UK merchant bank, is seeking to establish a presence in portfolio management for Japanese institutional investors through a consultancy and marketing agreement with Long-Term Credit Bank of Japan (LTCB).

The link with LTCB - traditionally a supplier of finance for industry but fast developing into a broad-ranging financial super-market - is one of several agreed in recent months between Japanese and foreign banks as part of a deregulation of Japan's financial markets.

Unlike the other tie-ups, the Barings deal is not thought likely to be subject to regulatory approval from the Japanese Ministry of Finance.

Ministerial clearance - which

has brought delays of some months for final management partnership such as that proposed earlier this month between Barclays Bank and Tokyo-Mitsubishi Bank - is expected to be circumvented in this case because Barings and LTCB do not plan to establish any formal joint venture company.

Their outline agreement, details of which emerged yesterday, provides for co-operation in investing Japanese institutional funds in international fixed-income and currency markets.

Barings said this was the first time that a Japanese organisation of the stature of LTCB - which ranks close behind the country's big four securities houses in terms of funds under management - had brought in a

foreign partner. It stressed that no equity link between the two was planned and that the arrangement did not prevent Barings seeking other deals in Japan.

According to Mr John McLaren, a Barings director in London, the British institution saw the "considerable marketing power" offered by LTCB as a major benefit.

"In addition, we think it has a very good name in Japan," he added. "We cannot quite honestly say that this was our first choice."

Mr McLaren said that, for its own part, Barings could provide a greater international expertise, allowing LTCB further to expand its portfolio management operations.

Barings are expected to be attracted from Japanese business as well as from the country's smaller regional banks and insurance companies. They will be channelled through Barings Capital Research, an existing investment management company in which LTCB and Barings have a joint venture.

LTCB has a 75 per cent stake in Daiichi, which also ranks below the big four but is noted for its bond-dealing operations.

Barings has separate foreign activities including Barings International Investment Management, an equity specialist which will not be affected by the accord with LTCB.

## Education plans put greater emphasis on technology

BY MICHAEL DIXON, EDUCATION CORRESPONDENT

THE GOVERNMENT will take a stronger hand than ever before in reshaping universities, polytechnics and colleges for the needs of the 1990s, says a Green Paper (discussion document) on higher education published yesterday.

Ministers will be "fully engaged" in rationalising the system ready for a cut of more than 14 per cent in student numbers between 1990 and 1997. "It is not improbable that some institutions of higher education will need to be closed or merged," the document states.

The prime concern of policy over the next 10 years will be to increase

the numbers of young people studying technology and to a lesser extent science. "The proportion of arts places in higher education as a whole can be expected to shrink."

Scientific and other research will be concentrated in lower institutions, with the result that some universities may lose most if not all of their research funds.

The paper urges industrialists to support the changes in various ways including the award of better pay, promotion prospects and status to people with engineering and other technological qualifications.

The principle of the shift towards

technology courses was supported by 98 chairmen and senior managers from companies in information technology and related fields, who met Mrs Margaret Thatcher, Prime Minister, yesterday to discuss the document.

Mrs Thatcher was accompanied by Sir Keith Joseph, Education Secretary; Mr Norman Tebbit, the Trade and Industry Secretary; Mr Tom King, Employment Secretary; and Lord Young, Minister without Portfolio with special responsibility for generating new businesses.

Editorial comment, Page 16

## Attempt to cut Iberia flights is blocked

AN ATTEMPT by the Department of Transport to cut the number of flights between London and Madrid by Iberia, the Spanish flag airline, has been blocked temporarily by the High Court in London.

Mr Dennis Healey, Q.C., for Iberia, yesterday successfully applied for the temporary ban on the department's action, pending a full hearing of the airline's High Court action challenging the legality of the move.

Mr Henry told Mr Justice Webster that the airline would be alleging that the minister, Mr Nicholas Ridley, in invoking powers under Article 59 of the Air Navigation Order, 1960, which gave him the right to revoke, suspend or vary licences, was under the mistaken belief that the Spanish Government was in breach of its airline treaty obligations with Britain.

The minister had planned to reduce Iberia's flights by 25 per cent, which would have had a serious effect upon it during the coming peak summer holiday season.

Mr Henry said that the airline would do everything in its power to co-operate with the minister before the matter came to the full-scale hearing, for which no date has yet been set.

Mr Sir Keith Joseph, Education Secretary, last night made an initiative to end the teachers' pay dispute with a firm pledge to make more money available for salaries next year and an offer to exempt lunchtime supervision from teachers' duties.

Mr Kirk, who was 63, was dismissed from his post last year during the miners' strike after policy and operational disagreements with Mr Ian MacGregor, the board chairman.

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Speaking at the conference of Commonwealth representatives in London, Mr Steel said change leading to majority rule in South Africa and Namibia was inevitable.

Habitat stores chain, part of the Habitat/Morecare group, is to expand its European operations by opening two stores in the Netherlands. Habitat, which has 88 UK stores, already has 23 outlets in France and three in Belgium and sees expansion in the Netherlands as a logical development.

COOPERS & Lybrand is now the UK's biggest accountancy firm, according to a "Top 50" league table published in today's UK Accounting Bulletin.

## Outlook 'hopeful' for cable television

BY RAYMOND SNOODY

THE OUTLOOK for cable television in Europe is slowly improving and is now more promising than at any time for the past two years.

The qualified optimism emerges from new research carried out by Communication and Information Technology (CIT) Research, the UK specialists in the new media.

CIT says that 8.5 per cent of homes in Western Europe are connected to cable and this percentage could double within 10 years. Last year the penetration of cable in Europe rose by 8.5 per cent.

The research group believes that the cable industry could generate annual capital expenditure of more than \$1bn by the early 1990s. Subscriber revenue, now around \$400m a year could increase fivefold to some \$2.2bn by 1995.

CIT says that the most optimistic feature of the last year has been the emergence of a more realistic attitude to the construction and operation of European cable networks.

Mr Patrick Whitten, managing director of CIT, says: "Blind faith in

technology for technology's sake, is in decline. People have to buy the programmes and services on offer, and this means a more practical and realistic approach."

Britain will, however, lag behind countries such as West Germany in the level of cable penetration. By 1989 CIT believes that 6.5 per cent of homes will be attached to a cable network although only a small proportion of that will be sophisticated new systems.

By then, 12 per cent of German homes will be on cable but three quarters of that will be advanced systems because of a \$300m a year investment by the Bundespost.

Already 1m homes are on cable in West Germany. In the short term CIT believes that Satellite Master Antennae Television (SMATV) which can deliver satellite programmes to small existing cable networks is one of the interesting new media markets in Europe.

The research group is not convinced that it will be a commercial success in all cases, however.

## Print union pays fine for contempt of court

BY DAVID GOODHART, LABOUR STAFF

SOLICITORS for the craft print union, the National Graphical Association (NGA), revealed yesterday that it had paid a £500 fine for contempt of court arising from its new technology dispute with the Wolverhampton Express & Star newspaper.

The union still faces five charges of alleged contempt of court - brought by the Express & Star and a sister company, Precision Colour Printing - which could in the last resort lead to sequestration of its assets. The union will be represented today at the court hearing.

The NGA has probably fought harder than any other union

against the Conservative Government's trade union laws. But it has taken a more pragmatic line on resistance to the law since its defeat in a 1983 dispute over the "closed shop" (employment of union members only) with the newspaper group of Mr Eddie Shah.

In the Wolverhampton dispute, the union decided to accept an injunction requiring a secret ballot of its members before taking industrial action. The fine for contempt was imposed for the union's refusal to obey an injunction against the "blacking" (refusal to handle work) of Precision Colour Printing.

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## Changes in Scottish pub laws cause 'more sensible' drinking

BY LISA WOOD

CHANGES in licensing laws for pubs in Scotland appear to have led to more sensible drinking rather than offering a temptation for people to drink more, according to a survey published yesterday by the Scottish Office.

More flexible licensing hours were introduced in Scotland in 1976. The results of the Scottish Office survey, conducted by the Office of Population Censuses and Surveys, is likely to have a significant effect on the Government, which is reviewing the laws in England and Wales.

Pubs in England and Wales are restricted to fixed opening hours at lunchtime and in the evenings and the serving of alcohol is also limited by law in restaurants.

Mr George Younger, Secretary of State for Scotland, in a written parliamentary answer, said that while the preliminary analysis showed there had been an increase in alcohol consumption in Scotland be-



Mr George Younger

tween 1976 and 1984, it was unlikely that it was a direct consequence of the changes in the licensing law.

According to the analysis, the more probable cause was a change to a more relaxed attitude towards drinking in general and, in particular, towards women's drinking.

Mr Younger said: "Since the law was changed there has been a wide improvement in the image of public houses (pubs) throughout Scotland. The survey suggests that this is probably the reason more women now drink in pubs and are more inclined to accompany their partners on a visit."

The Brewers Society, in response to the report, which will be followed by a fuller analysis said: "Government statistics have shown that in the past five years drunkenness convictions in Scotland have fallen by 41 per cent for all ages (9 per cent in England and Wales) and by 49 per cent for the under 25s (12 per cent in England and Wales)."

"It is now time that a similar framework of flexibility should be allowed to the English and Welsh after 70 years in a strait-jacket of a licensing system that prevents fair competition with other leisure outlets."

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## Highlights from the Balance Sheet as of December 31, 1984

Assets	(in DM million)	Liabilities	(in DM million)
Cash	758.3	Due to banks	26,466.4
Bills	306.6	Other creditors	10,437.9
Due from banks	29,115.1	Outstanding debentures	42,247.4
Treasury bills and other securities	3,671.4	Loans on a trust basis at third-party risk	11,441.3
Due from customers	47,842.4	Provisions	660.1
Loans on a trust basis at third-party-risk	11,441.3	Nominal capital	850.0
Participations	517.5	Published reserves	1,626.0
Land and buildings	546.8	Profit	59.5
Other assets	2,143.5	Other liabilities	2,869.4
Assets of Landesbausparkasse (Building and Loan Association)	8,482.0	Liabilities of Landesbausparkasse (Building and Loan Association)	8,166.9
<b>Total</b>	<b>104,824.9</b>	<b>Total</b>	<b>104,824.9</b>

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## Senior posts at Pilkington Group

The PILKINGTON GROUP has named chief executives for the group's major UK operating companies and divisions. All are internal moves, and are part of the company's decentralisation policy.

Mr. Glen Nightingale becomes chairman and chief executive, Pilkington Glass; Mr. Alan Judge, chief executive, Insulation division; Mr. Hugh Gair, chief executive, reinforcement division; and Mr. Alan Nicholson, chief executive, contracting division.

Mr. Albert Sheppard, Mr. Anthony Poles, Mr. Nicholas Stacey and Mr. Peter Blaker have been appointed directors of IAMCO (INTEGRATED ASSET MANAGEMENT CO). Mr. Stacey has also become chairman. IAMCO is a subsidiary of Integrated Barter International Inc of New York.

C. H. PEARCE AND SONS has made the following appointments to subsidiary companies. At Pearce Developments Mr. John R. Allen and Mr. William Lawrence Chubb will become directors on July 1. At C. H. Pearce and Sons (Contractors) Mr. Graham Jones and Mr. Peter Wain will become directors on July 1.

OFFICE CLEANING SERVICES has appointed Mr. Gerald Bowthorpe as managing director. Mr. Bowthorpe, who has been a member of the OCS board since 1984, succeeds Mr. James White, who has been appointed chairman. The former chairman of OCS, Mr. Derek Goodlife, has been elected president. Mr. Goodlife is also the chairman and managing director of the OCS Group.

THE SCOTTISH NEWS-PAPER PROPRIETORS' ASSOCIATION has re-elected Mr. Kenneth Whitton as president for 1985-86. He is chairman and managing director of D. and J. Craig, publishers of the East Lothian Courier.

Mr. John F. Willmott has been appointed to the board of JOHN WILLMOTT DEVELOPMENTS. He is the fifth generation of the

Willmott family in the 133-year-old private contracting and development group.

Mr. Tony Chivers, formerly with Dun and Bradstreet and Donnelley Marketing in Europe, has been appointed to the new role of managing director of GSK MARKET RESEARCH, based in Chelmsford, Essex.

LEEDS AND HOLBECK BUILDING SOCIETY has appointed Mr. Peter A. H. Hartley as president. He is executive chairman of Hillards Supermarkets and joined the Leeds and Holbeck board in September 1978. The Lord Marshall of Leeds has been appointed vice president. Lord Marshall is a vice chairman of the Conservative Party and a vice-president of The Building Societies' Association.

Ms. Mair Barnes has joined the board of F. W. WOOLWORTH as managing director of F. W. Woolworth Supermarkets division. Ms. Barnes previously held a senior post in the House of Fraser Group as managing director of its Dingles department store group.

Mr. Norman Stone is leaving his post as director of marketing and information at the MAN-POWER SERVICES COMMISSION to go into consultancy. His successor will be Mr. Barry Saffell, at present deputy head of information at the Home Office.

Mr. Anthony Purkis has been appointed managing director of RUBEROID BUILDING PRODUCTS. Mr. Purkis, who joined the company in January 1984 as marketing director, replaces Mr. Geoffrey Parkin, who is now group operations director.

Mr. David Gregory, managing director of Realstone has been elected president of the STONE FEDERATION for 1985-86. The new senior vice-president is Mr. Robert Ogston and the junior vice-president is Mr. David Jesper.

Mr. Jonathan Shier has been appointed as director of sales and marketing of THAMES TELEVISION, with a seat on the board. He is currently director of sales and marketing at Scottish Television, where he has worked since coming to the UK in 1978. He will take up his appointment on July 2.

Mr. J. F. Ford has been appointed to the board of BB CAPITAL MANAGEMENT.

## Joan Gray reports on how government forecasts are being cited in support of an Essex building plan

### Unlikely allies in the battle of the Green Belt



Going up: forecasts suggest 7m households by 1991.

CONSORTIUM Developments has found some unlikely allies in its campaign to build country towns in London's Green Belt: the Department of the Environment's statisticians.

The consortium—a group of nine of Britain's biggest builders including Barratt Developments, Wimpey Homes, Tarmac, and Bovis and Beazer's housing divisions—has already put in a planning application to build the first of six country towns for about 14,000 people each. This is at Tillingham Hall in Essex, in the centre of the Green Belt designed to protect the countryside around London from development.

The consortium has its case for using Green Belt land on the housing problems of the South-east where, it says, a minimum of 894,000 new homes will be needed by 1991.

This figure is reached by starting with the Department of the Environment's latest forecast that 720,000 new households will be formed in the region between 1981 and 1991, and then adding another 36,000 houses to allow for mobility, a further 68,000 to combat London's housing shortage, and 60,000 more to replace houses which have reached the end of their useful life.

The estimate that 720,000 new households will be formed in the South-east by 1991 is a revision of a November 1984 DoE forecast which predicted the formation of 543,000 new

households by 1991.

The increase was announced by the DoE in February this year, but was little noticed until Consortium Developments used it in its calculations.

Now it has become central to the vexed issues of housing need and where the land to meet it is to come from.

In the absence of any government guidelines about the number of houses to be provided, these questions have been left open to intense lobbying and debate by builders and conservationists.

Mr. Robin Grove-White, director of the Council for the Protection of Rural England, describes the DoE's latest figures as "loaded" and questions how they come to be a "staggering 33 per cent higher" than the earlier estimates.

This should make "reasonable" people feel deeply uneasy, he says, particularly as they form "the basis on which Consortium Developments is claiming a major shortfall of building land and a housing crisis in the South-east which

would justify cracking open the Green Belt."

But Mr. Lee Shostak, a consultant from Conran Roche commissioned by Consortium Developments to help prepare its plan, says the DoE's lower estimate of 543,000 new households was a "politically constrained figure taking account of the amount of land which is to be released, while the 720,000 forecast is not politically constrained by land availability."

The truth, it seems, is less exciting: statisticians have enough trouble producing a mechanical, objective prediction of new household formation without dabbling in messy subjective political issues.

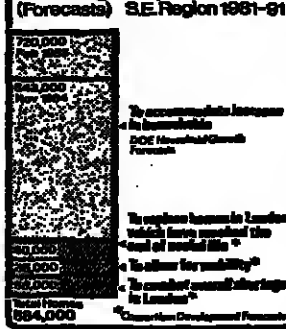
The reason for this latest change is a purely mechanical matter of statistical refinement.

Both forecasts were produced using data from the last four censuses, including the 1981 census, but the lower, earlier figure was produced by lumping people into 15-year age bands: 15-29, 30-44, 45-59, and so on.

Closer examination of the figures revealed mini-bulges of 10-14 year-olds and 15-19 year-olds in 1981, who were highly unlikely to be heads of households at the beginning of the decade and highly likely to be heading new households at the end of it.

So the forecasting method was refined by dividing the pop-

#### Housing Requirements (Forecasts) SE Region 1981-91



ulation into five-year age bands—and it was this reworking which produced the prediction of 720,000 new households by 1991 instead of 543,000.

The size of the increase was a surprise and an embarrassment—but not Machiavellian or politically motivated, according to DoE officials.

And although 177,000 extra households is indeed a 33 per cent increase on the earlier estimate, it looks less staggering in the context of the total 7,042,000 households projected for 1991.

The change in statistical method also affects the number of new households predicted for the decade to 2001. Whereas the DoE's forecast of 543,000 new households to 1991 was followed by a forecast of 851,000

new households to 2001, the latest 720,000 forecast is followed by a projection of 314,000 new households for 1991 to 2001.

None of the DoE's current projections take account of social changes, such as the increased tendency for young singles to set up home on their own, elderly people to live alone, or the rise in the number of single parent families, all trends which point to a growing number of smaller households.

These changes will be incorporated into the department's next projections, to be released in 1986, and will fuel the next round of the debate.

For Consortium Developments' proposal to build at Tillingham Hall is expected to lead to a public inquiry which, in its turn, would need a final decision by Mr. Patrick Jenkin, Secretary of State for the Environment.

The issue is a very sensitive one. As Mr. Stephen Byrne, president of The Royal Town Planning Institute, puts it: "The Green Belt is expected to be inviolable by the public at large and any tampering with it is likely to come up like a political rake and hit Mr. Jenkin in the face."

His verdict will be awaited with avid interest by builders and planners anxious to see if it sets a precedent for breaching the Green Belt and using it as housing land.

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Copies of the booklet, price £4.50 each including postage and packing, are available from:

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This top-level meeting on paper and pulp, the sixth to be organised by the Financial Times, will examine the industry's prospects and problems in coming years and assess how companies can best adjust to changing market and investment conditions. The problems of pricing and fluctuating currencies, the strong move into new technologies, and the publishing and office markets will also be reviewed.

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FT FINANCIAL TIMES CONFERENCES

## AFTERMATH OF THE STRIKE



THE DEEP-MINED pits in Scotland are the costliest part of the British coal industry after South Wales. In the year before the miners' strike they lost £74m, or nearly £14 a tonne, on all the coal they produced.

Although the Scottish workforce shares South Wales's reputation for militancy, it now has less reason than the Welsh to fear a rapid avalanche of closures in the wake of the strike.

This is because the painful process of balancing production with the market for coal was largely completed by Mr Albert Wheeler, its stern and single-minded Area Director, whose departure this month for the new unified Nottinghamshire area was hailed with near-hysterical relief by the Scottish National Union of Mineworkers. During his five years in office, the Scottish workforce fell from nearly 20,000 to below 12,000, while his parting shot was the closure of Polkemmet because of damage caused during the strike. By the end of the year, the workforce should settle at just over 9,000.

Mr Wheeler's successor is his former deputy in charge of administration, Mr John Loudon, and the contrast between the two men could not be greater. Mr Wheeler, still in his early 50s, is an austere, somewhat puritanical mining engineer who attacked the problem of surplus capacity with the efficiency of a high powered shearing machine.

An accountant by training, Mr Loudon is by contrast the NCB's first non-mining engineer to become an area director. A large, avuncular man of 64, he had been due to retire at the end of this year and seems slightly bemused at being given this promotion so late in life but he clearly relishes it and will happily stay beyond the end of the year if invited to do so. Despite his outward contrast with Mr Wheeler, Mr Loudon says the Scottish mining industry's objectives remain unchanged, praises his predecessor's performance, and points both to the problems and the opportunities still facing the area.

Although Mr Wheeler had brought production into balance

Continuing his series, Maurice Samuelson looks at a region where the first non-mining engineer to become an Area Director has taken over from the controversial Mr. Albert Wheeler

# Scotland: a battle to win the men's hearts and minds

## AFTERMATH OF THE STRIKE



with the market, Mr Loudon says the industry is still under pressure to bring costs down from about £50 a tonne towards £40. Other challenges include the poor geology in some big loss-making pits, and the need to secure new markets, in the face of the electricity industry's growing use of nuclear power.

Mr Loudon insists that the board is trying hard to extend the life of the two surviving Ayrshire deep mines, Barony and Killoch, whose poor geology is the main cause of their high losses. If they are not saved, the Scottish coalfield will be left with five main coal producing projects: the Longannet and Seaford complexes, Comrie, Bilton Glen and Monktonhall. This is apart from the large open cast sector

Edinburgh, whose ebullient manager, Mr Willie Kerr, vows that it is going to be "the number one pit in Scotland, the jewel in the NCB's crown." First, the pit will have to start producing 18,000 tonnes of coal a week, compared with the 12,000 tonnes which is the maximum it is producing now in one of its better weeks.

It will hit this target, he says, as soon as it receives delivery of the new machinery it needs to work a third face.

At nearby Bilton Glen, which like Monktonhall has enough coal to ensure its survival well into the next century, breaking even means raising output from 18,000 tonnes a week to 20,000 tonnes.

At both pits, output is being increased by going over to the

The major problem at both pits is building a new relationship between management and workforce to replace the suspicions of the past. At Monktonhall, where the workforce has been cut from 1,800 to 1,200, the task has been to convince the men that there is no danger of the mine being closed.

"In the past, this was a fairly political colliery. But I doubt if that can be claimed now," says Mr Kerr.

Mr Tom Gaw, the Bilton Glen manager, whose 1,850 men include 200 from Polkemmet, says candidly that however one interprets the outcome of the miners' strike, the fact that it broke out at all was a result of management's failure to keep the men at work.

through to the men by a programme of regular discussions about the pits' prospects and their performance, backed up by regular newsletters and use of video equipment.

Every Wednesday, for example, he spends an hour and a quarter in the middle of the day in a general discussion with 80 to 100 men, "trying to break the fallacy that just because we are a nationalised industry that does not mean we have a God-given right to exist."

He says he refrains from trying to convince them that the pit's future is "untouchable", he concentrates instead of telling them the pit's broad objectives, detailing the equipment that is being purchased "and where we are going."

believes that if a Labour Government were returned, at the next general election the union's influence in the running of the industry would be restored to its former strength.

Mr Gaw is distressed at the running conflict with Macleod, the pit officials union, which, he says, has made antagonists out of the Board's "first-line management."

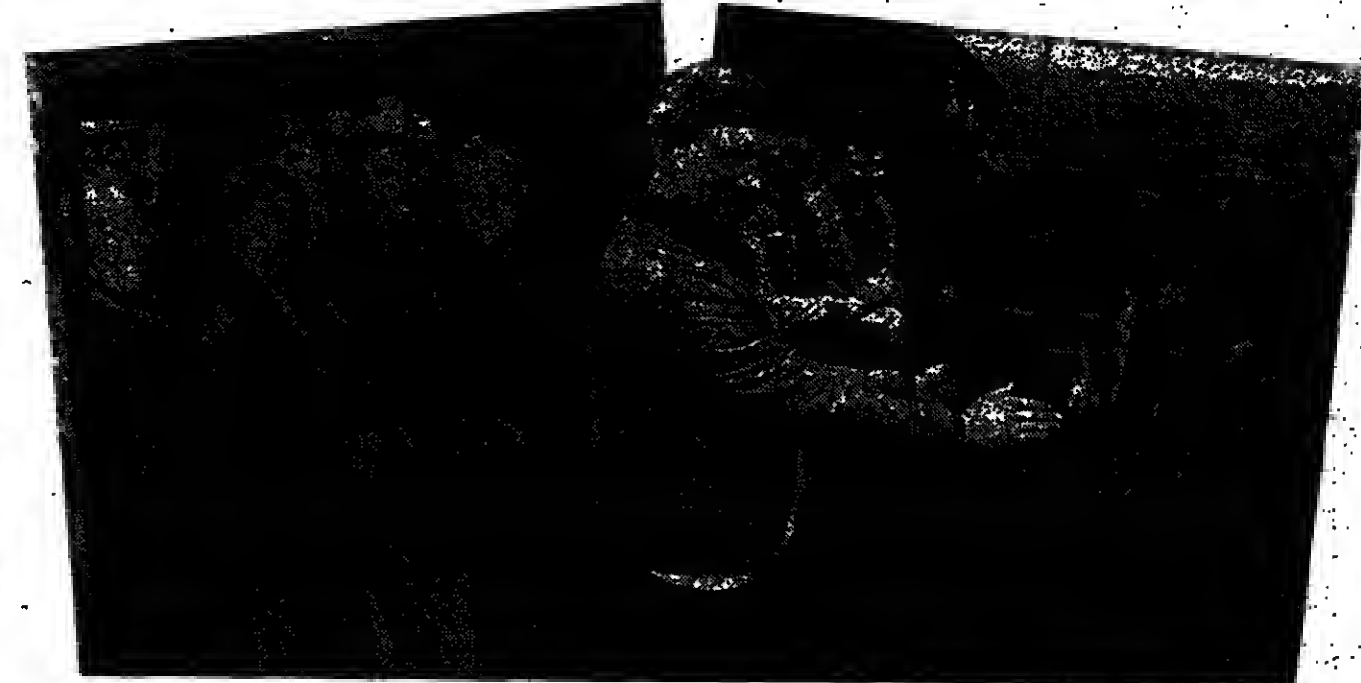
Meanwhile the Scottish NCB differs from other areas of the industry in that its director is also responsible for most of the country's coal, produced by open-cast contractors. With deep-mined production down to 5m tonnes a year (compared with 23m tonnes when Mr Loudon joined the Scottish NCB in 1979), the open-cast sector represents a major part of its business. Output here is set to rise to some 8m tonnes a year.

Although it is suggested occasionally that all open cast coal might be privatised, Mr Loudon points out that the two activities have been combined successfully in Scotland, where most open cast coal is blended with deep-mined coal for power stations.

The Board points out that because the open cast production is highly profitable, it can help pave the way for the whole coalfield to become profitable.

As for new business, the Scottish NCB is now seeking to supply the 1m tonnes of coal a year which will be needed to convert the 1,000 MW of the Kilmahoney power station from oil. The Board hopes to supply the station from open cast workings from Ayrshire and an announcement in Belfast is expected shortly.

The board, moreover, is following keenly the proposals to increase the amount of electricity which Scotland will be able to export "by wire" to the grid in England. This should help offset any loss in power station orders because of nuclear electricity. It is also keen to export more to Scandinavia, which prizes the low-sulphur content of Scottish coal. But all these opportunities will depend on the coalfield's success in maintaining and building on the achievements made under the formidable Mr. Wheeler.



Two faces of mining: back at work and picketing in earlier days

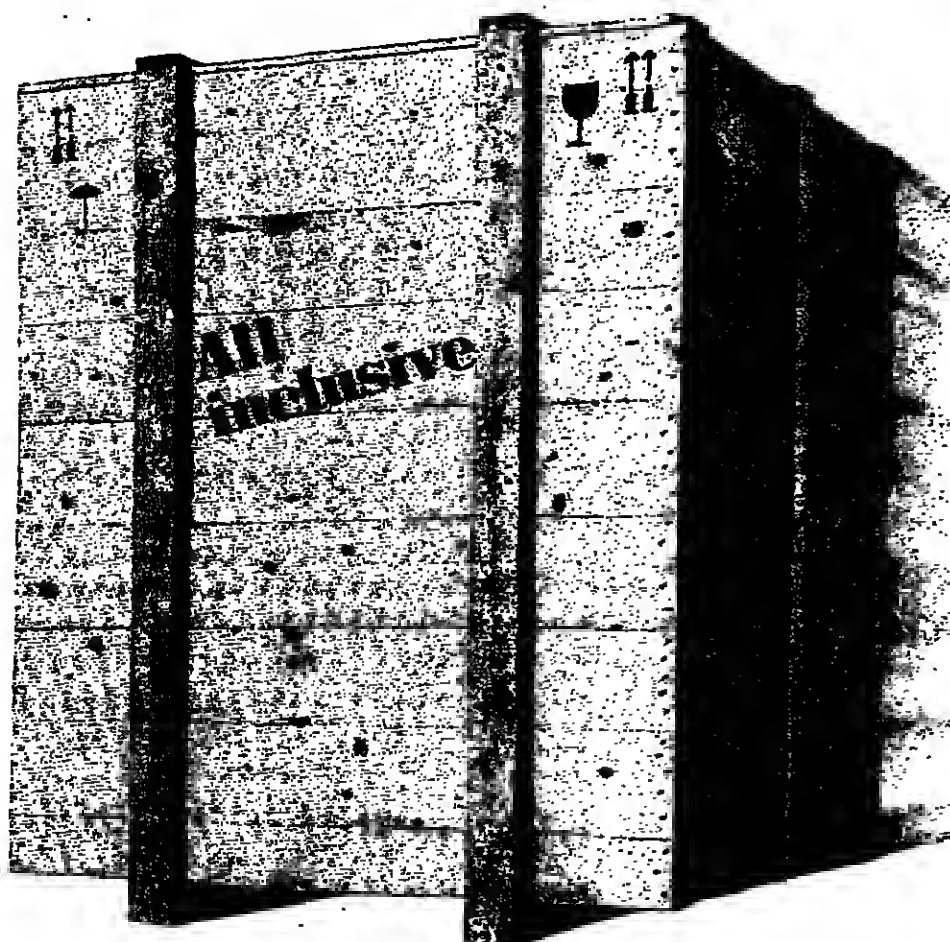
"retreat" method of extracting coal. Instead of advancing the roadways as the coal is cut away, the miners cut the roads first and then work their way back, removing the coal as they go. Although this method has a longer lead time, it ensures higher productivity.

"Before the strike, the colliery management was totally production orientated. Now we have to spend a lot more time with our workforce, and show a caring attitude towards them," Mr Gaw says. Together with other colliery managers in Scotland he is trying to get

Despite the meetings with the workforce, backed up by other steps such as a regular pit newsletter, Mr Gaw believes it will take more than a year before the management can win their trust.

There is still a strongly political hand-core, he says, which

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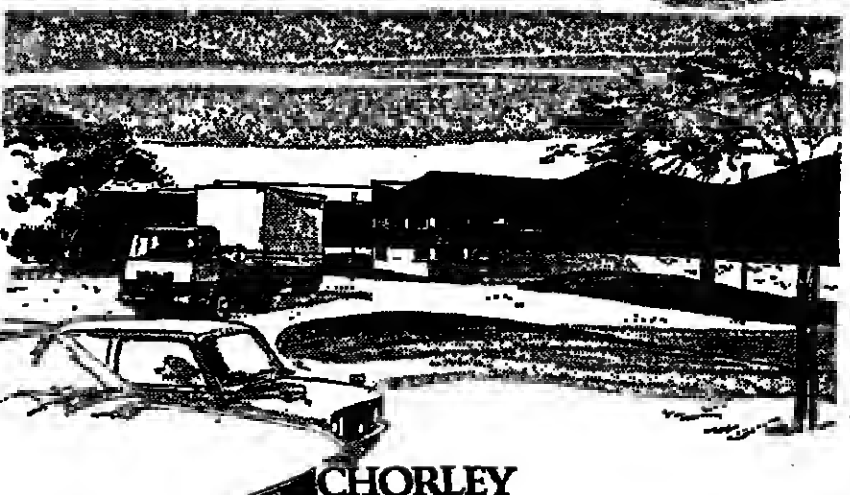
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## UK NEWS

## BBC may cut up to 2,500 jobs

BY RAYMOND SNODDY

THE BBC is considering shedding up to 2,500 jobs to cut costs after the recent licence fee settlement. The cut in jobs is the main option being considered by the corporation to meet a serious cash shortfall over the next three years.

The BBC believes that the new £58 colour licence fee - £7 less than the corporation asked for - means that £58m in economies will have to be found over three years just to maintain services.

A proposal to reduce the number of jobs in the BBC by between 2,000 and 2,500, out of the present staff of about 29,000, has already been put before the board of governors.

The issue will be considered again at the next meeting of the governors on June 6.

The aim would be to reduce staff numbers through natural wastage and increased efficiency. There is

an average turnover of about 4,000 jobs a year at the BBC and, according to senior executives, a substantial reduction in posts could theoretically be achieved this year.

Some departments have already begun leaving a number of vacancies unfilled and have introduced a three-tier grading for vacant posts - "must fill, hold for six months, or chop."

The aim of the board of management of the BBC is to conserve as much money as possible for programme production. But job reduction in lower paid and high turnover areas such as catering might not result in enough savings to meet the shortfall.

The £58m shortfall, after excluding improvements to BBC services or developments such as making a start on a new £100m headquarters,

is three times the rate of saving considered possible by Peat Marwick Mitchell, the management consultants, in a report on efficiency at the BBC commissioned by the Government and published in March.

Mr Giles Shaw, Home Office Minister responsible for broadcasting, recently said the licence fee settlement was sufficient to safeguard existing services "provided rising costs are held in check or modest improvements in productivity attained."

Mr Shaw added: "As far as new or enhanced services are concerned, it is up to the BBC to create its own freedom to manoeuvre by increasing productivity, taking firm action to minimise rising costs, setting their own priorities and improving their management procedures."

Mr Alasdair Milne, director general of the BBC, has already written to all department heads in the corporation asking for their suggestions for economies.

Two committees are looking formally into the possibilities.

One, chaired by Mr Richard Francis, managing director of BBC Radio, is reviewing the costs of BBC radio output. The other, chaired by Mr Michael Checkland, director of resources for BBC television, is involved in a similar task for BBC 1 and BBC 2.

The BBC is also intensifying its programme of "activity reviews" being carried out by Deloitte Haskins & Sells. The Deloitte team is involved in a rolling programme of reviewing one department after another. The aim is to try to find savings to contribute to programme production.

## Invisible earnings expected to rise

By James McDonald

OVERSEAS invisible earnings by a number of major UK service industries this year may grow by between 5 and 15 per cent, with Lloyd's marine division possibly seeing a 30 per cent growth, according to a survey published yesterday by the British Invisible Exports Council.

These increases, however, may be offset by no growth or even declines in earnings from British shipping, from soft commodities and consulting engineering.

The council has a broad spread of membership including banks, insurance companies, shipping, aviation, the Confederation of British Industry, the Treasury, the Bank of England, the London Stock Exchange and various government departments. It says the prevailing view among clearing banks is that most categories of business generating invisible earnings will show greater buoyancy this year.

Bankers put the likely increase in overseas earnings for 1985 at between 5 and 15 per cent.

UK insurance companies expect an improvement in overseas earnings and insurance brokers anticipate a rise of between 2 and 4 per cent.

Lloyd's marine division cites a number of factors tending to increase overseas earnings and profits. Some syndicates at Lloyd's, it is suggested, may see overseas earnings up by 30 per cent.

Inward tourism is expected to show a possible increase of 9 per cent in earnings over 1984.

Invisible earnings from stock exchange members should also rise this year, but about 20 per cent in net terms, with much of the income expected from Far Eastern markets.

## Trend towards regional inequality continues

BY ANDREW ARENDS

THE TREND towards greater regional economic inequality in the UK has continued, according to the latest edition of the Government's Regional Trends, published today.

Its statistics portray the south of England as having a growing population, new housing stock and relative economic prosperity. The north of England is shown as an economically and socially deprived region facing continuing industrial decline.

Since 1979, gross domestic product per head has grown more rapidly in southern regions compared with the northern half of the country. It stood at £5,135 in the south-east in 1983, compared with a national average of £4,229. The figure for Wales was £3,827 and for Northern Ireland £3,156.

Over the past five years, the

working population has increased by under 1.5 per cent. In the south-east, it has risen by 4.7 per cent, but in the north-west it has fallen by 1.1 per cent. In the same period, the manufacturing industries' share of employment fell from 31 per cent to just over 26 per cent.

The statistics show that the number of people aged 75 and over rose by 14 per cent between 1979 and 1983, compared with a rise of 9.5 per cent for the population as a whole.

East Anglia, the most sparsely populated English region, has been the fastest growing over these years, while Merseyside has been losing its population faster than any other region - mainly through migration to the south.

Regional Trends 1985, Edition HMSO, £17.50.

## Hotpoint to increase refrigerator output

BY CHRISTOPHER PARKES

HOTPOINT, the domestic appliance arm of GEC, is planning to extend its Peterborough refrigerator and freezer factory later this year.

The expansion would increase production capacity by about 25 per cent and could, if fully used, provide 300 to 400 jobs, Mr Geoff Sanson, Hotpoint's managing director, said yesterday. The existing plant was at present working full out with one day, one night and one twilight shift, he added.

The company was reaching the stage where major expansion was needed in all areas. It was considering possible advances at its two home laundry works in North Wales, although there was still capacity for extra shifts there.

The main impetus for the Peter-

borough move has come from the recent strong growth in the market for combination fridge-freezers. UK sales of these appliances have risen from about 555,000 a year in 1980 to some 850,000 last year.

Five years ago almost 70 per cent of the fridge-freezers sold in the UK were imported. Now the figure is down to about 30 per cent, according to stockbrokers Henderson Crosthwaite.

Lec, the UK market leader in home refrigeration with about a 20 per cent share, Hotpoint, which claims the number two position, and Electrolux have all benefited from this swing.

Hotpoint has increased its output of fridge-freezers 2½ times over the past 18 months, Mr Sanson said.

## MPs support reform of Sunday trading

By Ivor Owen

THE GOVERNMENT will introduce a Bill in the next session of parliament to sweep away all restrictions on Sunday shop trading in England and Wales.

Mr Leon Brittan, Home Secretary, described a Government majority of 120 in the House of Commons in favour of the change as "clear cut and very gratifying."

Both Conservative and Labour MPs will be seeking stronger safeguards to protect the position of shop workers who are opposed to working on Sundays.

Mr Gerald Kaufman, shadow Home Secretary, gave a warning of a danger of a "large dilution" of the retail workforce, by casual and part-time workers if unrestricted Sunday trading was introduced without adequate statutory protection for shop employees.

Most Tory MPs who oppose the change are concerned about the impact of legalised and widespread trading on the traditional character of Sunday.

## 'New food' pie a sell-out at Sainsbury stores

BY DAVID FISHLOCK, SCIENCE EDITOR

SAINSBURY, the retail food group, has been unable to satisfy demand for a product it has never advertised. It is a new food product made by a British biotechnological process.

Delegates at the Biotech 85 Conference in Geneva were told yesterday that the product, called Savoury Pie, contained a fibrous, meat-like substance called mycoprotein made in a fermenter.

The pie was launched in January this year and sells at Sainsbury stores at a price of 92 p a pie. Demand of several thousand pies a week has outstripped supplies, and RHM, which provides the mycoprotein, has had to restart its pilot fermenter at High Wycombe, Buckinghamshire.

Sainsbury plans to launch a second mycoprotein food product this year, when supplies of the new food are expected to expand from a maximum of 50 tonnes per week from the pilot fermenter to as much as

1,000 tonnes a week from a fermenter at the Billingham factory of ICI's agricultural division.

One possibility is that the new food product will be a burger that does not shrink when cooked. Mycoprotein is a filamentary form of fungus, related to mushrooms and truffles, but cultured continuously as a broth in a sterile fermenter.

Fibres strained from the broth are pasteurised as part of the food processing operation. When turned into foods, mycoprotein provided a rare instance of a nutritious foodstuff which was also delicious to eat, Mr Robert Marsh, of RHM, told the conference.

"By and large, mass markets don't buy on nutrition," he said. But RHM sees enormous potential in mycoprotein as a meat analogue, because of the ease with which this highly nutritious food of plant origin can be textured and flavoured to simulate high grade proteins like fish, meat and poultry."

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## RESOURCES REVIEW: CANADA

## Wheat growers tackle new strains

By Bernard Simon, recently in Winnipeg

SHIFTS in the global wheat market and stiff competition from other exporters are nudging Canadian wheat growers towards far-reaching changes in their production and marketing strategies.

In the past, farmers in the prairie provinces of Manitoba, Saskatchewan and Alberta have relied on their product to sell itself. Besides the exceptionally high quality of Canadian hard Red Spring wheat, customers have been attracted by the unmatched consistency of shipments from Canada, reliable deliveries, and the country's unblemished reputation as a politically acceptable and stable supplier.

Few would quibble that these attributes still apply. Canadian Red Spring wheat continues to command a price premium of up to C\$20 a tonne on similar grades grown on the U.S. prairies.

Although Canada produces only about 3 per cent of world wheat supplies, it accounts for more than one-fifth of international trade in wheat. Canada is the biggest exporter after the U.S., with wheat and flour shipments reaching a record 21.8m tonnes in the season to July 31 1984, almost double the level five years earlier.

A drought last autumn has lowered this season's crop, and exports in the 12 months to July are unlikely to exceed 16m to 17m tonnes including drawings from carry-over stocks.

The problem for Canadian farmers is that their high-quality, premium priced wheat is not what the fastest growing import markets want. Hard, high-protein Canadian wheat is an ideal ingredient for the breads eaten in the industrialised countries of North America and Europe. But these qualities are superfluous in the steam and flat breads (such as Indian chapatti) or noodles eaten in the Third World, where wheat consumption is rising most rapidly. In addition, the

hardness of Canadian wheat is not suited to these countries' less sophisticated milling facilities.

As one trader in Winnipeg, Canada's grain centre, puts it: "Canada is producing a Cadillac when the world wants a Honda."

Even in Britain, Canadian wheat is not the sought-after commodity it once was. Although the UK's fast-rising wheat output is confined to softer varieties, the addition of gluten makes British wheat quite acceptable to domestic millers. Canada's annual exports to the UK have slumped from 1.4m tonnes in 1980/81 to 0.7m tonnes this season.

Unfortunately for Canada, these changes in the market come at a time when large wheat surpluses around the world give buyers the upper hand.

The Canadians have preferred in the past to avoid the rough and tumble of competition and price volatility by concluding long-term contracts with customers. Government subsidies to prairie wheat farmers are low and most sales have been for cash, rather than credit.

But Argentina's desperate search for new markets in early 1984 and the present threat of lower export prices for U.S. wheat as a result of Washington's new \$2bn export initiative and proposed cuts in farm support are forcing the Canadians to become more aggressive.

Although this year's smallish crop has eased the pressure to find new markets, Mr Esmond Jarvis, chief commissioner of the Canadian Wheat Board—the Government agency that coordinates prairie wheat sales—says: "If the Americans expand their export assistance, that may well bring pressure on the Canadian Government to do the same sort of thing."

The wheat board's latest annual report, published last month, notes that moves to push up U.S. grain exports will give

## CANADIAN WHEAT EXPORTS\*

Country	1983-84	1982-83
Soviet Union	6,761	6,959
China	3,514	4,424
Japan	1,527	1,341
Brazil	1,363	1,503
Cuba	1,053	1,101
UK	965	1,109
Algeria	813	517
Italy	742	624
Egypt	636	49
Iraq	608	230
Other†	3,742	2,461
Total	21,764	21,368

\*Includes durum and wheat flour; †includes bagged seed exports.

Sources: Canadian Grain Commission, Statistics Canada

Canada and other competitors "no choice but to follow suit, leaving prices lower and market shares unchanged."

Canada is already using credit more often to clinch sales. Recent credit customers include Brazil, Mexico and Egypt. Sales of Canadian wheat to Egypt climbed from 23,000 tonnes in the 1982/83 season to 662,000 tonnes last year. Further large shipments are expected in 1985 following the recent conclusion of a five-year sales contract that provides for a minimum annual shipment of 4m tonnes to Egypt.

In a further—though longer-term—bid to improve their competitiveness, the Canadians have launched a string of large investments to streamline and modernise the western transport system.

The impetus has come from important adjustments started last year in freight rates on western grain. Over the next

few years, farmers and the Government will assume an increasing proportion of freight costs, with the aim of improving returns to the railway companies.

Projects currently under way include a nine-mile tunnel through the Rockies, the purchase of several thousand new wagons and a rationalisation of rural elevator and branch rail capacity.

A new C\$300m grain terminal at Prince Rupert, north of Vancouver, was opened officially this month. The terminal has an annual throughput capacity of 3.5m tonnes, and is a major link in the programme to increase shipments through west coast ports, and lower dependence on the long, costly Great Lakes route.

This year, for the first time, more wheat will be exported through British Columbia than along the St. Lawrence River. Canada's new markets are thus likely to be concentrated in countries where wheat shipped from west coast ports is most competitive.

Meanwhile, the drive to expand export horizons has raised the sensitive issue of the high quality and consistency which have up to now been the cornerstone of Canadian export policy. In a trend which one trader says should not be underestimated, a growing number of farmers has begun to question whether they could not earn more by turning to lower quality, but higher yielding, varieties than the ultra-hard, high protein Red Spring wheat.

Mr Jarvis says that the wheat board recognises a shift in market preferences is taking place, but adds that "it's not a marked shift." He points out that the Soviet Union, Canada's biggest customer, still buys only the top two grades. Japan and Britain also take only the highest quality wheat, while other customers will only blend Canadian wheat with lower grades.

As evidence of the growing popularity of higher yielding strains, prairie farmers have almost trebled winter wheat plantings this year to 1.8m acres. Winter wheat yields have averaged 31 bushels an acre in the past five years, compared to 27.9 bushels for hard spring wheat. The winter wheat harvest later this year may thus reach close to 1.5m tonnes.

Bowing to pressure from farmers and traders, the Canadian government took the unprecedented step last March of licensing a new semi-dwarf spring wheat strain—known as HY 320—with a yield 27 per cent higher than hard Red Spring varieties.

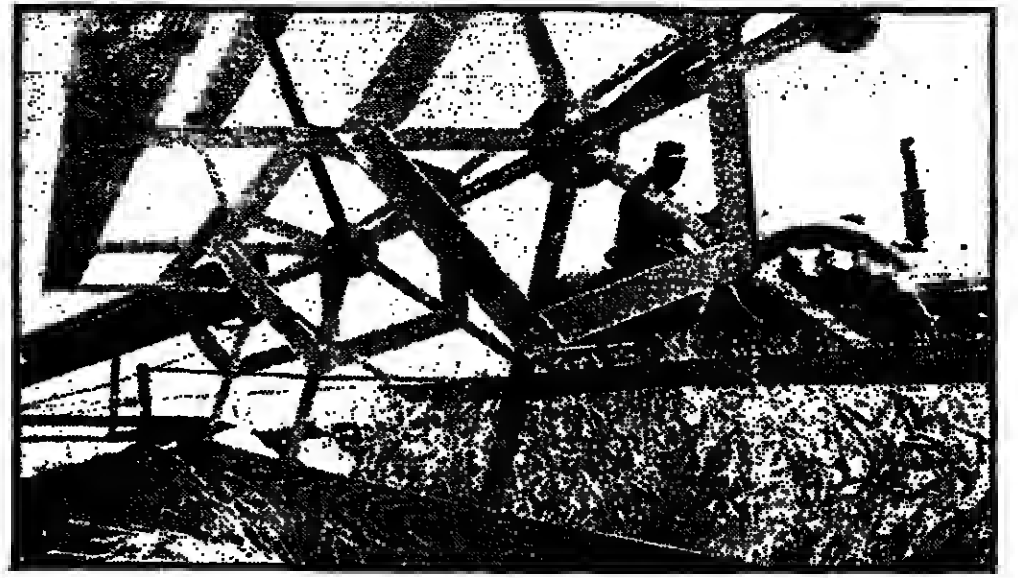
According to initial 1984-85 prices set by the board earlier this month, farmers will receive 14 per cent less per bushel for HY 320 than for hard, high-protein wheat, but the difference in yields appears to justify growers' enthusiasm for the new variety.

The board has contracted with farmers—mainly in Southern Manitoba, where a relatively moist climate is best suited to cultivation of semi-dwarf wheats—to plant a quarter of a million acres of HY 320 this season, compared to an experimental area of 150,000 acres in 1983-84.

According to a wheat board official, the acreage would have been higher if plantings were not limited by a shortage of HY 320 seed.

Milling and baking tests using HY 320 have been carried out in the past year in four foreign markets: Mexico, Brazil, Egypt and Malaysia. According to Mr Jarvis, semi-dwarf varieties, such as HY 320, will become an important force in Canada's wheat exports. "But whether it's four or five, six or seven million tons is hard to predict."

The board recently brought senior flour millers from 18 countries to Winnipeg for a flour technology course aimed



Harvesting the wheat on a farm near Trariva, Saskatchewan

in part at showing off the attributes of HY 320.

The board faces a dilemma in marketing a rising tonnage of semi-dwarf wheat without damaging Canada's reputation for strict quality control.

Although the authorities have so far licensed only HY 320, some impatient farmers have begun planting other newly-developed semi-dwarf varieties which, by coincidence, are visually indistinguishable (even

to an expert) from hard Red Spring wheat, but do not share its milling properties, and are classified as suitable only for animal feed.

This year's harvest of "unlicensed" types could reach about 1m tonnes, but the board hopes that greater availability of HY 320 seed next season will discourage growers from planting these varieties. Farmers are free to grow varieties

"unlicensed" strains and to sell them as feed, but the board is concerned that shipments of high-grade Red Spring wheat may be diluted by the lower quality grain.

As a first step towards controlling production, the board has asked growers for the first time this year to specify how much land has been planted with unlicensed lower grade varieties.

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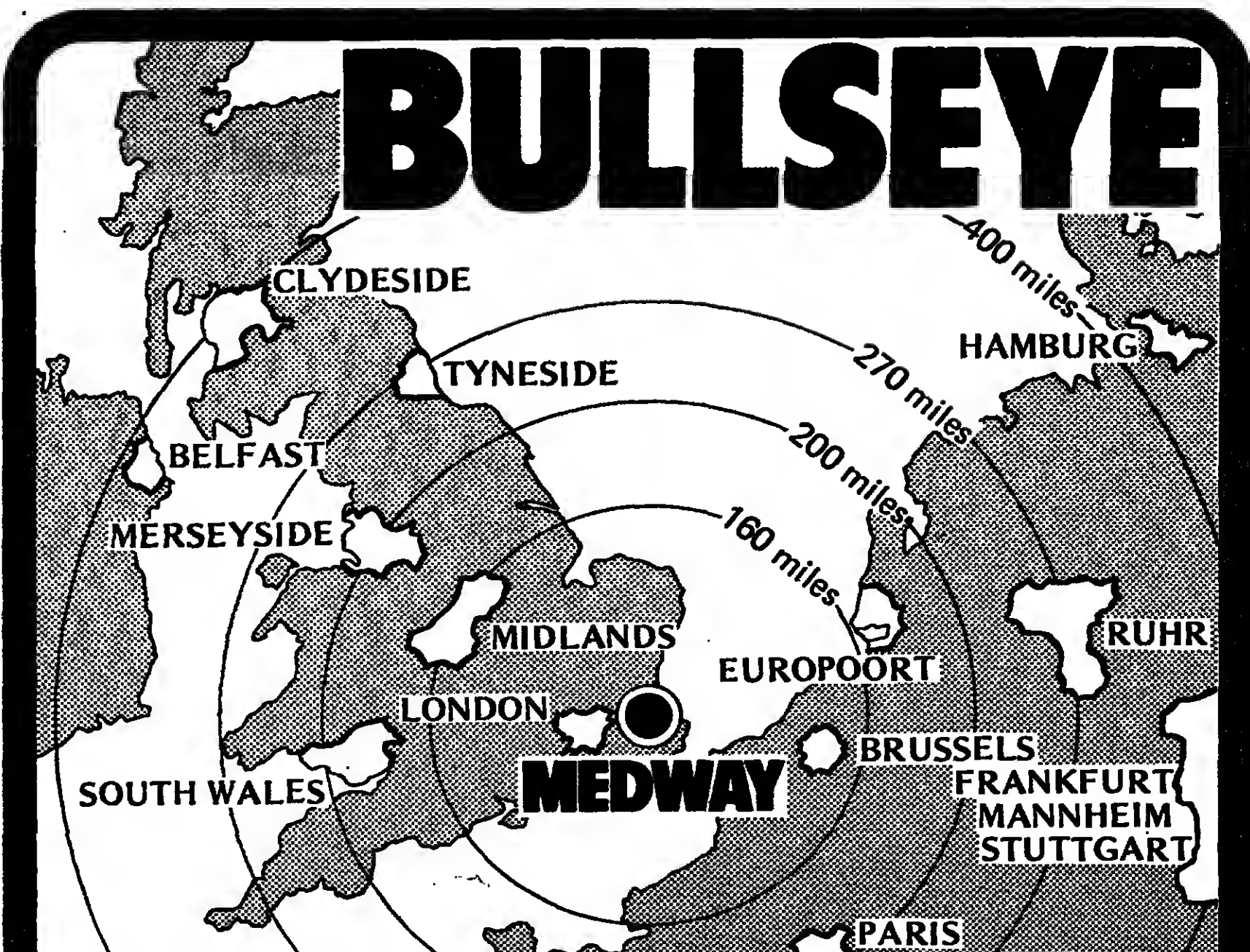
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## THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

## Sailing boats

## Why Beneteau took on the world

David Housego reports on the French company's strategy to avoid recession

AN EXPLOSION of demand for boating holidays in France in the 1970s saw Annette Roux's yacht manufacturing company, Beneteau, enjoy a rapid expansion of sales and profits.

But by 1979 she had become worried that the boom in France and pleasure yachts in France had peaked and that the French were entering a period in which they would have less to spend on leisure time activities.

Roux's solution was to seek outside advice and—unusually, perhaps, for the owner of a private company—to accept radical recommendations which set her on a path into world markets and manufacturing techniques new to the industry.

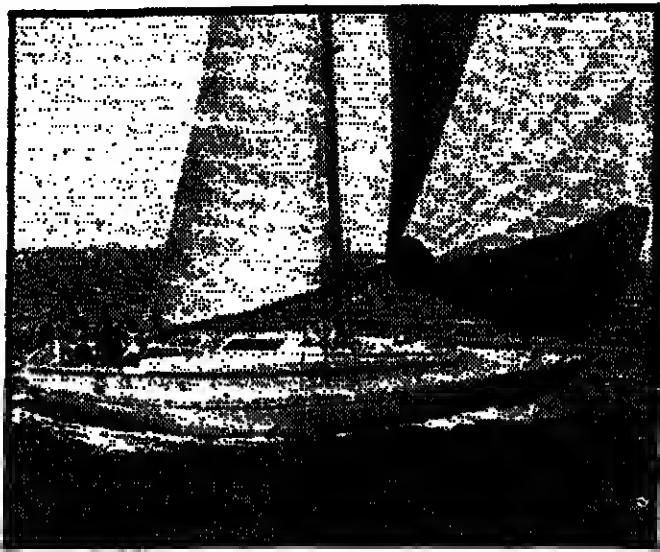
It was in 1979 that Roux, by chance, made contact with the American-based Boston Consulting Group. The group was doing a study of the hardware business and had approached Mme Roux's husband, Louis-Claude Roux, whose own business interests included hardware wholesaling.

BCG's eventual advice was that she should shift her focus from the French domestic market to increasing Beneteau's share in the world market for racing and pleasure yachts. This concept so enthused her that in 1980 she recruited Xavier Fontanet, who had carried out the study for BCG, as her managing director.

Five years later Beneteau is the world leader in the sailing boat market with a 35 per cent share in France, 8 per cent in Europe and 5 per cent in the U.S. Roux says: "It is not very modest to boast about it. But in our field we were the first to pursue a global strategy."

Profits were up last year by 35 per cent to FF 12.7m (£1.07m) on the basis of a 38 per cent increase in turnover to FF 419m (£35.3m). In 1983 Roux won the Veuve Clicquot award for the French business woman of the year with praise from Edith Cresson, France's first female Minister of External Trade, for her "enterprise" and "success."

However, in 1979 the situation was potentially worse than Roux could have imagined in her most pessimistic moments. From 1974-1979 Beneteau had been gaining market share in France by expanding sales at an annual pace of 34 per cent; but the French market was growing by only 17 per cent. From 1980 onwards the French market slumped both as a result of the



Annette Roux "In our field we were the first to pursue a global strategy"



Annette Roux

world recession but more particularly because of the uncertainty, tax measures and subsequently price controls that surrounded the socialist's coming to power in 1981. Sales of pleasure and racing yachts in France fell at an annual rate of 14 per cent between 1979-84 though Beneteau was able to boost its turnover in France by 3 per cent a year.

At that time in the late 1970s, Beneteau was studying a plan for building a new factory to make larger boats at Saint-Gilles-Croix-de-Vie in the Vendée on the west coast of France which would almost double capacity. Some in the industry believed that to go ahead with a FF 15m investment in such conditions was folly. Fontanet, however, argued that the market was potentially much larger than Beneteau had imagined and the decision was taken to build.

But before the effects of this decision could be felt, the downturn in the French market gave Beneteau a difficult period. In 1980-81 profits fell almost fourfold to FF 2m.

So the decision to compete worldwide was not immediately obvious. Beneteau was a family firm—Roux is a Beneteau by birth and the family is still strongly represented on the board—with its sales concentrated on the west coast of France. When one of its competitors, Jeanneau, was faced with a similar crisis, it decided to diversify into small cars and

incurred substantial losses in doing so. But having adopted a worldwide strategy Fontanet set out across Europe and the U.S. to implement it. "I reckon that in 1981-82 I made 300-400 plane journeys a year," he says. "But I was not the only one." Beneteau concentrated on building up concessionaires in Europe and the U.S. "Selling boats is rather like selling cars," says Fontanet. "You need to create a dealer network and to establish an image." The company now has about 150 concessionaires worldwide.

The new factory at Saint-Gilles came on stream in time to meet the demand. "The factory arrived at the right moment," says Fontanet. Now Beneteau is setting its ambitions high. It currently has 8 per cent of yacht sales in Europe. "We can reasonably hope to triple that in three years," says Fontanet. In the U.S. his goal is to increase Beneteau's share from 5 per cent of the market today to 15 per cent over five years.

But Beneteau's success has not been simply one of marketing strategy. It has a wider range of racing and pleasure yachts than any of its competitors. Last year it brought out 10 new models in its four main categories of boats which include small pleasure and fishing launches. The company puts a high priority on research and creativity and innovations are tested in international yacht

competitions. The company was also one of the first yacht manufacturers to build boats on a production line basis in order to cut costs. Both Saint-Gilles and another factory it is now putting up at Challans nearby are designed so that yachts can be assembled on similar principles as cars. Challans will represent a basic investment of FF 25m.

Until recently Beneteau financed its expansion out of profits and borrowing. But early last year it sought a listing on the French secondary market raising an additional FF 8m of capital as well. This year it has raised a further FF 17m bringing its total capital and reserves up to FF 71m.

This compares with onistanding medium and long term debts as of August 31 last year (the close of Beneteau's accounting year) of FF 27m. Nonetheless financial charges of FF 20.8m in 1983-84 represented 5 per cent of turnover because of the high level of short-term financing needed in an industry where sales are concentrated in the brief summer period.

In spite of Beneteau's ambitions to improve its world market share, it anticipates that turnover will grow more slowly in the years to come at an annual average of 15-20 per cent. Its major future project—still under study—is the construction of a factory in the U.S. And it is on that that it bases its hopes of a larger share of the lucrative U.S. market.

WHAT MAKES for successful innovation, particularly in a fast-changing market like financial services, where new technology plays such a big role? The answer is elusive. But PA Consulting Group of London has just completed a nine month inquiry which provides some clues.

Above all, PA says, a company should have a very clear idea of where it wants to go. It must also have a thorough understanding of its markets, manage its resources well, and have someone at the top giving a good lead.

The innovation process itself is not just a question of having bright ideas, or even being first, but really wanting to do something new rather than merely following the competition. Innovation by PA's definition, is "a product or service initiative, being the first or one of the first, in a particular market, designed to give a sustainable competitive advantage."

All that may sound a bit obvious, and couched in managementese. But the PA report "looks at what it considers to be the world's 40 most innovative institutions in some detail. The list was compiled by PA staff so it is subjective, and David Hodgson, the firm's international director, admits "we may have left one or two off, but the bulk of them is there."

The list is quite diverse: there are banks, insurance companies, building societies, and even a software firm. They are big and small, and hail from all quarters of the globe; all of which suggests that the innovative spirit is not too choosy about where it dwells.

The list tries to mark institutions in four ways: by the strength of their corporate vision; knowledge of their markets; use of resources; and

## League table of innovators in retail finance

BY DAVID LASCELLES

THE 40 financial institutions chosen by PA were:

North America: Allstate; Banc One; Citibank; Crown Life; Empire of America; First Interstate Bank; Hogan Systems; Interwest; London Life; Merrill Lynch; Norwest Corp; Royal Bank of Canada; Sun Bank; Valley National Bank.

Europe and Africa: Allied Hambro; Banco de Bilbao; Banques Populaires; Christiana Bank; Co-op Bank; Credit Agricole; Credit Commercial de France; Credit

Mutuel; Friends Provident; Liberty Life; Nottingham Building Society; Royal Bank of Scotland; Standard Bank Investment Corp; TSB Trust; Union Bank of Finland; Verbrucherbank; Australasia and Japan: ANZ Bank; Australian Federation of Credit Unions; Dai-ichi Kangyo Bank; Fuji Bank; Macquarie; Nomura Securities; Post Office Savings Bank of Singapore; Sanwa Bank; Sumitomo Bank; Westpac.

the quality of their innovation process.

None of the 40 scored on all four. But not surprisingly, Citibank of New York ranks among the best, living up to its reputation as a pioneer. However, while it scores in the first three categories, it does not get a mark for innovation itself, which suggests that Citibank knows where it is going and manages its resources well, but does not necessarily come up with the bright ideas.

Just as predictable possibly, is the inclusion of Merrill Lynch, largely for its much-copied cash

management account, of Allied Hambro, the go-ahead UK investment and insurance group, and of First Interstate Bank which has pioneered franchise banking in the U.S.

Nomura, the giant Japanese securities firm, gets a mark for innovation. Sears Roebuck, the U.S. retailing giant which is moving into financial services, also gets a mention for the use it has made of its mail order catalogue to cross-market products from its subsidiaries, like Allstate Insurance.

Among smaller banks, those who score are Banc One, the Ohio bank which is linked to

Merrill's "cash" management account, and has been inventive in its own right, and the Co-op Bank of the UK for its skilful marketing of new products.

The Nottingham Building Society and the Credit Commercial de France are recognised for their ground-breaking work in electronic home banking, though that begs the question why Chemical Bank, which has led the way in the U.S., is not included.

The insurance world does well: London Life of Canada, Empire of America, Crown Life of Canada, Friends Provident of the UK and Liberty Life all score on several counts.

Special cases include the Post Office Savings Bank of Singapore for its successful standing order and Hogan Systems, the Dallas-based software group which has developed a sophisticated series of programmes for banks.

Just as noteworthy as those institutions which are included, though, are those which are not. None of the big UK clearing banks gets a mention, and only a handful of big banks from other countries make the grade. The list seems to confirm that, at least among banks, the smaller tend to be brighter.

But does innovation really matter? Are there not special risks, particularly for financial institutions, in striking out too far? One reason why PA undertook the study is that financial institutions have never been as innovative as industrial companies, and it may be alien to their nature.

But Hodgson believes that the ability to come up with good new products or services is increasingly important. The key factor is going to be the ability to innovate successfully, he says.

"Innovative success in retail financial markets. PA Consulting Group, London.

## BUSINESS PROBLEMS

BY OUR LEGAL STAFF

## Painted sign

I refer to the item concerning a painted "Cafe" sign in Business Problems on May 1.

You appear to confuse general planning legislation with that specifically applicable to the control of advertisements. The powers of a planning authority in respect of the latter are provided by Statutory Instrument 1984, No 421.

The Town and Country Planning (Control of Advertisements) Regulations 1984. By virtue of Part I, Section 2 of these regulations, the painted word "Cafe" on the roof of the building is an advertisement as defined.

Part III, Section 11 (1) states "... where a sign is being used for the display of

advertisements on August 1 1984, the sign may continue to be so used after the date of the coming into operation of these regulations without express consent, subject to the power of the local planning authority to require the removal of the use of that site under Regulation 16."

Regulation 16 states: "The local planning authority, if they consider it expedient to do so in the interests of amenity or public safety, may serve a notice under this regulation (referred to in these regulations as a "discontinuance notice") requiring the discontinuance of the display of an advertisement which is displayed with consent."

No legal responsibility can be accepted by the Financial Times for the answers given in these columns. All inquiries will be answered by post as soon as possible.

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Wednesday May 22 1985

## Pangloss in Wall Street

NOT FOR the first time, the U.S. financial markets—and for that matter the currency markets—are out of step with the opinion of economists on the U.S. outlook. Market participants will not be unduly worried about this; they have been triumphantly right, against the consensus, for a long time now. All the same, a market that hits an all-time high in face of slowing activity and declining profits and investment and merely reassures for a time, seems to be getting a little out of touch with reality.

What is more, the securities and currency markets seem to be listening to different echoes of their own optimism. Shares rise because investors believe that the Fed has shown that it will cut rates to keep the recovery going. The dollar rises because a higher inflation figure suggests that policy will remain tight. This time, perhaps, the economists are right. It was Dr. Pangloss in Voltaire's *Candide* who personified the doctrine that all news is good news; and when the markets show signs of Panglossian thinking, it is useful to dwell for a little on the darker side of the picture. The case for gloom is unhappily quite a strong one and the case for an economic rebound, originally expected in the first quarter of this year, but now, according to the U.S. Treasury Secretary, Mr. James Baker, equally unlikely in the second, looks more and more like wishful thinking.

## No mystery

It is hardly news that the U.S. manufacturing sector has been badly hurt by the strength of the dollar, but the extent of the damage is easily overlooked. According to recent figures from the U.S. Census Bureau, profit margins on sales in the durable goods industries had already towards the end of last year dropped to about 4 per cent, at the end of a period of very rapid growth in the economy. They have probably fallen further in the subsequent months, to not much more than half the margins normally expected in a mature recovery. There is no mystery in this; both capacity utilisation and productivity growth are also well below cyclical norms; and the result, a sharp cut in previously announced investment plans, is natural. Deliveries of non-defence invest-

ment goods have fallen very sharply this year—though the order picture, due partly at least to advance orders for a new computer range from IBM, looks healthier. More suggestively, there has been a rise in inventories. In the past, such a picture in the capital goods market has nearly always presaged a recession, not a rebound.

Retail demand, it is true, remains substantially stronger—thanks in part to consumer anticipation of large tax rebates, now being paid after a delay due to computer breakdown. This, however, presents a dilemma for the Fed; further easing may stimulate further consumer borrowing but do little for output and incomes, adding to the U.S. current account deficit while doing little to address its cause, the U.S. Federal deficit. The odd decision to cut discount rates reflects the Fed's open market policy committee suggests an uneasy compromise, struck to pre-empt too much discussion at this stage.

## Best hope

The authorities also face a dilemma when it is time to speak in public. Mr. Volcker has made no secret of his wish to see the dollar ease in the foreign exchanges, and Mr. Baker has quietly backed him. However, equally gloomy statements about the short-term outlook, which could help the dollar down, might prove politically costly. Mr. Baker is committed to a major effort to reform the programme, which would be deeply welcome overseas; but a Reagan Administration whose aura of economic success was too badly tarnished would lose the momentum to pull off this difficult feat.

The best hope, perhaps, is that further interest rate cuts will help to sustain some forward momentum—mainly, it seems likely, in the housing market—and will at last provide a real correction in the economy. They have probably fallen further in the subsequent months, to not much more than half the margins normally expected in a mature recovery. There is no mystery in this; both capacity utilisation and productivity growth are also well below cyclical norms; and the result, a sharp cut in previously announced investment plans, is natural. Deliveries of non-defence invest-

## Objectives for higher education

THE THATCHER Government's higher educational policy announced yesterday will probably please nobody who is seriously interested in the matter. The Green Paper outlining the proposals seems mainly concerned to tread gingerly between opposing pressures. On the one hand, it rebuffs claims by the university, polytechnic and college lobbies for a return to self-determined expansion. On the other, it rejects calls by heads of businesses for sweeping reforms in the structure of degree studies.

Academics and their associates, for example, will lament the decision to cut student expenditure from the end of the 1980s, the number of places on degree courses is scheduled to fall from the present 565,000 to a low point of about 490,000 in 1990-91. But the effect is unlikely to justify the instant complaint of the university teachers' union that the cut will be damaging to the country's young people. The number of British teenagers reaching the university level will fall more steeply than the number of student places. The probable result will be some easing of the fierce competition for university entrance, in particular, and greater room for higher educational institutions in general to admit older people.

## First priority

The policy might also have been worse for business interests, even though it pays scant heed to the arguments for radical reforms voiced two years ago by a study group led by industrialists. The group called for the replacement of the prevailing three or four-year honours courses by less narrowly specialised programmes lasting two years. The Government's only response to the proposal is to promise a "limited experiment" with two-year initial studies in a small number of universities and polytechnics.

In compensation, however, it has declared that its first priority for higher education over the next decade is to improve the sector's contribution to the performance of the economy. The most concrete

promise made to this end is an increase in the proportion of engineers among newly emerging graduates, from about 13.9 per cent this year to 14.4 in 1990, and a marginal rise in the proportion of scientists.

Other measures intended to sharpen the sector's economic effectiveness include concentration of scientific research and the teaching of arts in fewer centres of observed excellence, and the tightening of managerial controls. Higher educational institutions will be encouraged to pay more attention to the wants of industry and commerce and to the importance of working to develop commercially exploitable products and services.

There is little doubt of the urgent need for all such measures in the interests of economic regeneration. Without it, as the Green Paper says, the country will become less and less able to afford education for the higher order purposes of scholarship and social advancement. The trouble is that most, if not all, of the measures have been advocated and promised repeatedly over the best part of two decades, but nothing has been effectively done to put them into force.

It is true that the Government pledges to be "fully engaged" in planning the proper mix of institutions and planning changes is different from achieving them and there is little other than words in the document to raise confidence in the will of ministers to press on against the institutions' opposition. For instance, the Engineering Council is openly dubious about the universities' ability on their own initiative to achieve even the small proposed increase in the output of engineers. The council wants the Government to stipulate that universities must use a certain proportion of their funds specifically for engineering. But the Green Paper fails to take up the issue.

The best test of the policy will be the Government's ability to fulfil its promises. It should try at least to do more than make—as the document says—"a further statement of intentions in 1986." By then there ought to be some achievements as well.

TODAY, as on every working day, more than 600,000 people in England will go to see their GP and another 100,000 will see a specialist doctor at a hospital outpatient department.

In addition, 250,000 people will spend today in hospital as in-patients. If they could be joined by everybody on the hospital waiting lists that figure would be one million. The lists include those who have been waiting painfully for years for non-emergency orthopaedic treatment and others for whom renal treatment would be a life-saver if only it were available.

These figures dramatise some very basic questions about the future of health care in Britain. Does the National Health Service provide the finest level of general health care in the world? Or is it deteriorating rapidly under the pressure of rising capital costs, rapid and expensive improvements in medical technology and Government constraints on public expenditure?

The NHS now costs £13.7bn a year, about 10 per cent of all UK public spending, but the Government's promise that it will protect and improve the NHS by increasing spending in real terms every year looks likely to turn out to be true on paper, but false in fact. Economic factors, such as rising inflation and competition for squeezed public spending resources are one reason. Social factors, such as changing demographics and ever-rising expectations of improving life quality and medical care, are a second.

The Government's much ignored green paper on public expenditure and taxation into the 1990s, "The Next Ten Years," published with the 1984 Budget, recognised the problem.

It said: "As with social security, demographic changes constitute a major influence on this programme. Health care costs are dependent on age. At present the costs in the 0-4 age group are twice as much per head as for those of working age, for the 65-75 age group about four times as much, and for the 75 and over age group about nine times as much."

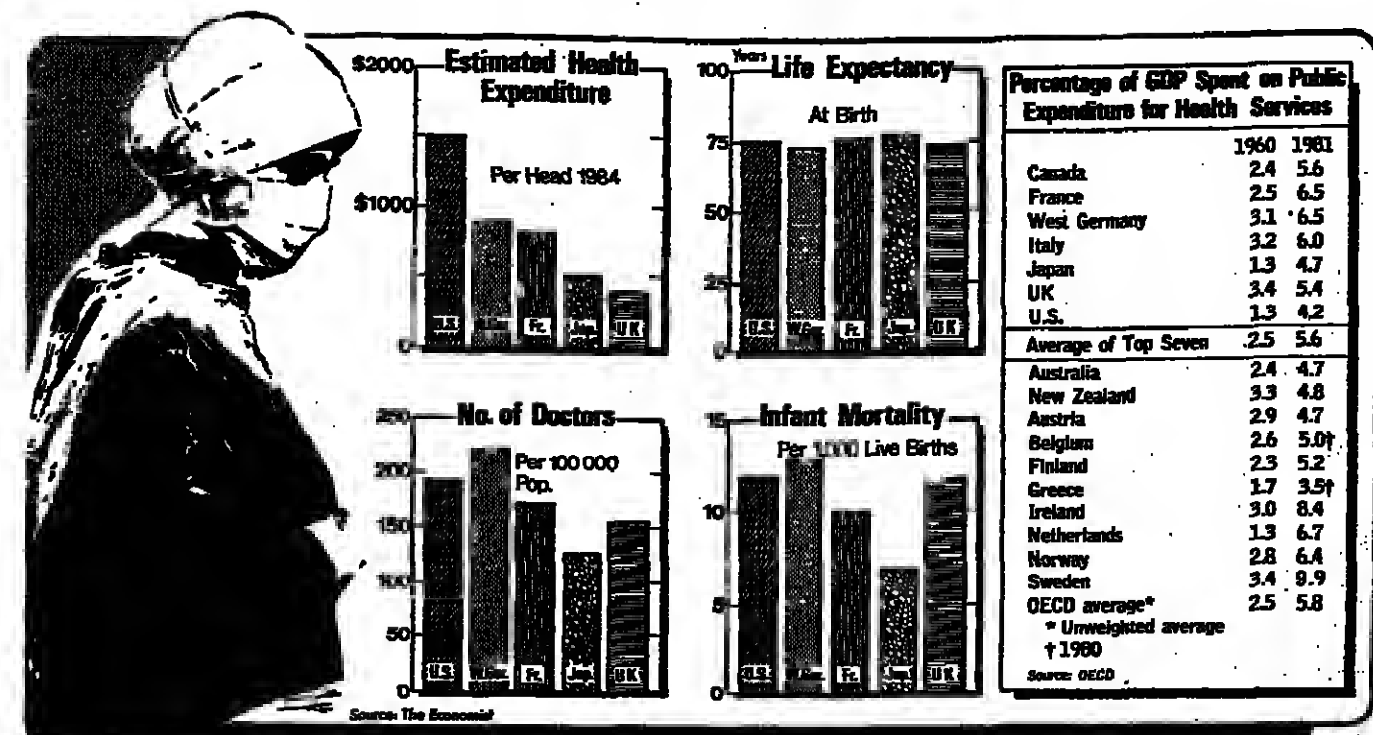
"Until the early 1990s and again from the early years of the next century the proportion of the elderly and very elderly in the population is forecast to rise. In particular, the numbers of those over 75 are forecast to rise from 3.5m in 1984 to 3.8m in 1994."

"If current levels of spending on the hospital and community health services per head of population in different age groups were to remain constant over time, spending would need to rise somewhat under 1 per cent a year between 1983-84 and 1993-94 simply to keep pace with demographic changes."

In the short term, the Government has committed itself to this 1 per cent real growth target. But even this is a much lower level of growth than has hitherto. Spending on the NHS has tripled in real terms since the 1950s; since 1978-79 it has grown by nearly 17 per cent, after allowing for inflation.

But as Mr. Norman Fowler, Social Services Secretary, pointed out in his first annual report on the NHS: "In terms of input volume—what money can buy for the service—the NHS since 1978-79 means an increase of 7.1 per cent; this lower figure reflects the fact that Health Service costs rise faster than general inflation over this period."

## BRITAIN'S HEALTH SERVICE



## Alive, but breathing with difficulty

By Robin Pauley

Moreover, even the 1 per cent rise in real terms provision for the NHS now looks in doubt. The assumptions in the most recent public spending white paper show general inflation as measured by the GDP deflator rising by 4.5 per cent in the current year, a figure which is now regarded as optimistic. Unless Mr. Fowler can extract some compensation from the Treasury's contingency reserve, health inflation will have to be paid for out of the NHS budget already fixed. Equally, any pay settlements within the service above the Government's assumption of an overall 3 per cent pay rise will have to be internally funded either by improved efficiency or by service cuts.

As Mr. Fowler said in his annual report, NHS costs tend to rise faster than general cost levels in the economy. This is principally because advances in medical technology now produce immensely sophisticated diagnostic and treatment machinery, such as body scanners, at very high world prices. The public spending green paper noted: "Where they involve expensive equipment, expensive surgical techniques or new drugs they can lead to powerful demands for increased funds. Even where unit costs have been reduced, widespread demand for such treatment may strain the resources available."

These seemingly inexorable pressures are at the root of Mr. Thatcher's decision to change the approach to the NHS. Europe's largest single employer. Her's is the first administration, for example, to insist that the NHS be run on business principles wherever possible. To that end, new emphasis on efficiency, value

for money and, above all, management has been introduced.

Hospitals—half of which were built in the last century—are to be put in the hands of responsible managers, doctors are to be made to understand, and account for, budgets and resources and the NHS now has a management board whose chief executive is Mr. Victor Teague, former chairman of the Port of London Authority and the National Freight Consortium. Alongside this is the introduction of tendering and competition wherever possible in the

pensive system of private health care.

The table shows how Britain has slipped in the health service expenditure league table. In 1960, Britain and Sweden led the OECD states, but by 1981 Britain was not only well behind Sweden and several other countries but also below both the 5.6 per cent Big Seven average and the 5.8 per cent OECD average.

To hold its 1980 position, Britain would need to be spending £13bn in 1985-86 on public sector health provision, more

for example there is colossal expenditure on attempting to prolong life in apparently hopeless cases. Up to 30 per cent of all U.S. health care expenditure is expended on the last four weeks of life, according to some estimates.

Yet even if Britain is falling behind, however the comparison figures are calculated, there has been an enormous expansion in the NHS in the past 20 years. The figures speak for themselves.

Total staff are up from 450,000 in 1963 to 600,000 in 1973 and 827,000 in 1983 in the NHS in England alone; more patients are receiving more hospital and outpatient treatments than ever before; more drugs and higher nursing-patient ratios have improved the quality of health care, but not at a fast enough rate to make people think that it is better than, or even as good as, it was. "Pressures for additional expenditure continue to be strong and there appears to have been little if any effect on the gap between service and expectations," the public spending green paper warned.

All this leads to four important conclusions. First, at current levels of provision and allocation, Britain must accept that its relative position against OECD partners is likely to fall still further. In addition, even the much-criticised levels of provision sustained since 1978-79 probably cannot be maintained so that, after allowing for NHS cost inflation, demographic change and constantly rising expectations, people believe the NHS is as good or better than it was. The relative position has been slowly slipping for so long under a

## NHS staff and patients have to stop thinking in terms of 1960 when the UK was top of the league

service together with the contracting out of some services and an encouragement to the private medical sector to expand and develop.

The problems of providing adequate health care are unique to Britain; nor is Britain alone in having a sophisticated health-welfare system which is largely free at the point of delivery. The UK was an early leader in the field but many other countries have since caught up and overtaken it—a notable exception being the United States which still has a very poorly developed system of welfare health service but a highly developed and very ex-

than double present spending.

However, the crude "share of GDP" comparison is increasingly frowned upon as a reliable indicator for the quality of service—higher spending does not necessarily mean better health or longer lives. Taking total public and private expenditure on health care together, the U.S. spends three times as much per head as Japan and Britain without significantly better results as the chart shows (although care needs to be exercised about the different definitions of infant mortality).

Different countries have different priorities. In the U.S.

string of governments that billions of pounds would now have to be added into the NHS budget to make up.

Second, therefore, a different view of the NHS will have to be taken both by its customers and by its staff. Traditional complaints about decline are clearly not going to be met by a massive injection of new resources.

Doctors, health authorities and patients have to stop thinking in terms of 1960 when Britain was at the top and start thinking about 1985 when Britain is below average. Reorganisation of services and more emphasis on efficiency is inescapable.

Third, a painful consequence of this situation is that rising expectations are not going to be met. This is particularly acute where very hard choices will have to be made: some patients may be in discomfort which could be alleviated. At another level patients may die who could, given unlimited resources, be kept alive.

This is the case, for example, with both heart-bypass surgery and renal treatment which are very expensive and which are covered much less in Britain than in the U.S. and some European countries. The number of new renal patients accepted for treatment in Britain rose from 221 per million population in 1979 to 38 in 1983, but demand for the service far exceeds the capacity of the service. The Government has set a target of at least 40 by 1987 but the shortfall means that rationing, which principally falls on the over 65s, will continue.

Fourth, the balance of emphasis of the health service is likely to swing further back towards care outside the service and away from attempts to cure everything for everybody. The indications are already there—shorter hospital stays, more day surgery, more care in the community and at home for the mentally ill and handicapped and the chronic sick. This does not eliminate costs but transfers part of the burden to local authorities and/or the pockets of individuals who may in their turn be ill-equipped to shoulder it.

There are already very strong pressures on local authority expenditure where key caring services like home helps and personal social services are being restricted. Together with pressure on NHS external services such as health visitors and home nursing, this means that home and community support services are also having to make painful rationing choices similar to those within the NHS.

One likely outcome is that the middle classes, the most articulate users of both NHS and local authority services, may find themselves choosing, albeit unwillingly, to pay for the kind of support systems they have come to know and expect.

It is clear that the Government is not prepared to allocate the scale of funds required to reverse this trend in NHS provision. And it is doubtful whether a future government, given other competing claims on resources, would be able to do more than hold the present line or make marginal improvements without substantial increases in taxation.

The NHS is not dying; it is alive, but breathing with difficulty. But the idealistic form of it which many people cherish is dead, indeed, it is ever really more than an ideal in its first place.

## Forging new links

SHEFFIELD'S STEEL mafia continues to deal with its problems in its own way. Yesterday, without warning, came news of the resignation of David Clarke, the first managing director of the star-crossed Sheffield Forgemasters.

Clarke follows Don Hardwick, Forgemasters' first chairman, who left in December when the group was raising additional capital because of much worse results than expected.

Forgemasters was set up in November, 1982 in the hope of salvaging something from the big press forger business of the British Steel Corporation and Johnson and Firth Brown. Hardwick, a former master cutter, had led JFB through a major steel investment programme in Sheffield in the 1970s only to find demand disappearing down the road at BSC's River Don works, where he had been general manager from 1972.

When Forgemasters was formed, the BSC man won the front line job, but it turned out to be a hollow victory. Clarke closed plants, cut the combined workforce by 40 per cent and looked all over for new business, but the times were against him. Forgemasters had lost nearly £30m since being set up and, although orders have at last begun to improve, profits are still some way away.

In any joint public-private sector venture, it is often difficult to detect shifts in power, but Forgemasters today is a particularly inscrutable case. Neither BSC nor JFB seems to have much influence anymore.

The new chairman is Thomas Kenny, who as chairman of the engineering group GEI International, is perhaps best known for his salty comments on governments of all stripes in his annual message to shareholders. He is also very familiar with the Sheffield steel scene, as GEI owns one of the few surviving

## Men and Matters

private sector groups there, Sanderson and Kayser. Kenny took with him to the Forgemasters board another GEI executive director, Ed Thompson.

Now he has taken on Phillip Wright, a senior executive of the Aurora group, to succeed Clarke as managing director. Aurora, it will be recalled, nearly went bust three years ago after trying to rationalise the special steels industry. Wright, another veteran of the Sheffield steel scene, presumably makes the move with the blessing of Douglas Morton, Aurora's and the Forgemasters' also a director of Forgemasters.

Shier was poached by Thames from Scottish Television, where he is credited with successfully raising the advertising rates over the past year when, in Aurora's advertising revenue of the independent companies has slumped.

Thames has not had a sales director since the departure of Tony Logie in February to run the sales campaign of Sky Channel, the cable entertainment channel. Shier will have his work cut out. London has been losing out in its share of advertising revenue to the regional stations. Thames very much wants to see that process reversed. Thames is expected to announce in September profits of between £8m and £9m for



"In view of the prison overcrowding, I sentence you to three years in a bed and breakfast hotel on the South Coast"

the 1984-85 financial year, well down from the record £13m of the previous year.

Retreat sounded

Albin Chalandon is, these days, a man who believes that the intellectual tide in France is swinging in his favour. He set the French Chamber of Commerce in London huzzing by preaching the pure doctrine of free enterprise for France—urging not only a government retreat from the management of business and industry, but also a substantial rolling back of the state sector through privatisation. Chalandon, aged 65, was chairman of Elf-Aquitaine for six years until 1983. Then, when he could no longer see eye-to-eye with the socialist government over chemical industry

restructuring, he was sent on his way by the politicians.

He is now arguing that France's current phase of low growth is due to government intervention in business and an overbearing public sector. He dislikes the way that technocratic civil servants have been put in charge of large public companies. "They do not necessarily make very good businessmen," he laments.

Many of his views on the need to restore market disciplines in France sound similar to lectures the Conservatives have been giving the British over the last few years.

But dirigism is deeply ingrained in French public administration, and would not be lightly abandoned by a future French Centre-Right government.

Naughty 'sixties

Sir James Clesminson, president of the Confederation of British Industry, chose as the theme of his speech at the CBI's annual dinner in London last night, "How will we, the managers of today, be judged by those of tomorrow?" A perfectly respectable text. But as he developed it, his audience was aware that he was as much concerned with blaming the problems of today on the sins and omissions of our fathers.

There was no doubt, he asserted, that the nation was now suffering because an earlier generation missed his chances 20 years ago.

Developing that theme, as a man who was an active industrial manager during the period, he said, "If we look back honestly we can fairly say that all of us—governments and industrialists alike—effectively postponed change in the sixties and seventies. The fact that we did not bring about change rapidly enough at that period has made it more painful than it need have been."

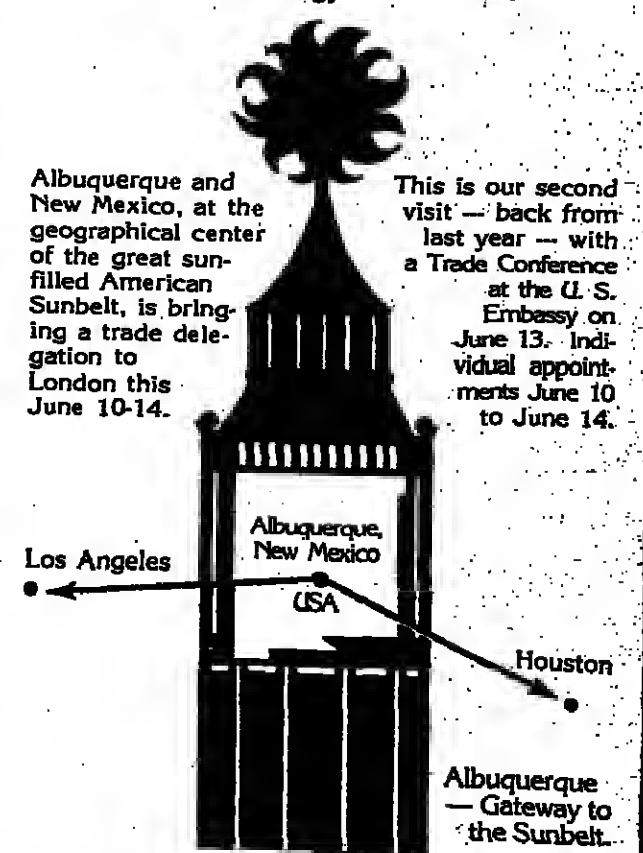
There seems to be room for a society for the protection of the sixties.

Observer

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حکماً من الضل



## What the Government needs to do now

# The legacy of the 'briefcase bankers'

In several parts of the Gulf banks are now declaring large-

Economists in the region say that the governments have reacted too abruptly to the decline in oil receipts and that the sudden cutbacks in spending have allowed little time for the private sector to adjust. The governments, on the other hand, need to protect their foreign reserves and emphasise the role the private sector should play in taking up the slack in investment. But this appeal comes at a time when there is far less liquidity and local investment opportunities look unattractive.

in Bahrain has not constituted a major problem, yet with 300 bankruptcies since the end of 1983 and more to come, the question of bank interest is likely to loom larger. Meanwhile foreign bankers say they are looking at new loan requests with extreme caution.

In Kuwait, it is now impossible politically for the Government to pour more public money into solving the Manakha problem. Already some \$7bn has been spent in propping up the stock market and rescuing

The foreign banks have yet to be publicly touched by the crisis but this could change in the few weeks as the first court case begins in London against one of the largest debtors, himself a banker. The extent of foreign borrowings by Manakh investors cannot yet be calculated, but at least two are known to have secured \$320m in syndicated loans.

The managing director of the new Abu Dhabi bank, Sultan al Suweidi, has promised 'tough action against those individuals with outstanding loans. Local bankers smile and wish him well in the difficult task of collecting on his loans, which like many others in the Gulf, look increasingly uncollectable.

- Permit the NCB to operate under normal commercial criteria, and not distort these by arbitrary Treasury accounting rules. This will involve a capital restructuring.

● **Close all other pits.** The costs of redundancy, relocation and alternative employment should be ignored for decision purposes. Even if in the short term they exceed savings from

The author is head of Joint Energy Programme, a joint programme between the Royal Institute of International Affairs and the Policy Studies Institute. This article is based on analytical work to be republished this summer by Gower for the programme under the title "Coal's Contribution to UK Self-sufficiency."

**Historically high interest**

From Mr. A. Mitchell.






Sir,—I note that your editorial of April 13, just received, but perhaps still current, supports the Confederation of British Industry in its complaint about allegedly high interest rates. Might one ask for whom the rates are high? I receive an average of 11 per cent gross on Government securities, and less on a bank deposit. After deducting tax and allowing for inflation I am left with 1.6 per cent real interest. Is this historically high? I doubt it. Presumably the CBI, unable for

To buy the index implies that it is regarded as some sort of model portfolio whereas, in fact, it is the most arbitrary of all. It is not a good proxy for the economy as a whole. In the UK, for example, the service sector, the fastest growing part of the economy, is underrepresented in the index. More disturbing, however, are the implications of the trend towards index funds for the pension funds themselves. The rise of pension funds and large institutional accounts may be rightly criticised for on occasions selecting securities on a basis towards soundly managed growth companies. The more money committed to the index, the more the price of the stock market, is under-

oor Law of 1834 was introduced to get rid of the social security top-up.

Dryden Gilling-Smith.  
33, Finsbury Square, EC2.

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## Kleinwort man to head new Barclays subsidiary

By Barry Riley in London

BARCLAYS Bank of the UK has recruited Mr Martin Jacobson, a vice chairman of Kleinwort Benson, to become executive chairman of Barclays de Zoete Wedd, the integrated securities business which is being created through the merger of Barclays Merchant Bank, stockbrokers de Zoete & Bevan and stockjobbers Wedd Durlacher.

He has resigned from Kleinwort Benson, and will join Barclays on July 1. He will also become one of three deputy chairmen of the parent group.

Mr Jacobson is a key figure in British financial circles because of his influential role on a number of self-regulatory agencies and committees. He was strongly tipped to become chairman of the new Securities and Investments Board, but would accept only the deputy chairmanship.

He will now combine this role with that of the chairmanship of one of the two biggest of the new British-owned integrated securities market groupings.

Lord Cammery will continue as chief executive of BZW. He said yesterday: "It is very difficult to look after strategic issues as well as to be responsible for day to day line management. It's asking too much from one person."

He said that he originally selected Mr Jacobson last October as his first choice. But the offer was not made until "a few weeks ago."

Mr Jacobson said that all the press coverage of the chairmanship of the Securities and Investments Board had left the way open for the approach. He continued: "It's a very exciting challenge. Of course, I'm sad to leave a firm I've been with for 17 years, where I've got immeasurable close friends."

The full management structure of BZW has yet to be decided. Other key figures will include Mr James Ticom, senior partner of de Zoete, and Mr John Robertson, senior partner of Wedd Durlacher. Mr Robertson is thought likely to take on the responsibility of compliance officer for the new group, ensuring that it adapts smoothly to new regulatory requirements.

Mr Ticom, yesterday emphasised Mr Jacobson's future role in the relationship with the parent, Barclays Bank. "There will be a need to understand the needs of the bank, to make sure the bank understands our own needs, and to act as a filter."

Mr Jacobson, 55, said it would be a full-time job, but he refused to disclose his new salary.

At Kleinwort Benson the Earl of Limerick, currently also a vice-chairman, becomes deputy chairman. Three new vice-chairmen have been appointed. They are Mr Robin Fox, Mr David Peake and Lord Rockley.

**Washington doubts about early summit**

Continued from Page 1

solidify his control in Moscow before meeting Mr Reagan.

Other Administration officials have said that Mr Gorbachev will want to tackle pressing domestic issues before foreign affairs.

At the same time, the overall climate of superpower relations has chilled noticeably in recent weeks, not least as a result of the shooting of a U.S. Army major by a Soviet sentry in East Germany at the end of March.

The Geneva arms talks have got off to a bad start, with Moscow accusing Washington of reneging on a commitment to negotiate on Mr Reagan's star wars space defence initiative, and the VE day celebrations earlier this month were marked by hostile exchanges.

Mr Larry Speakes, the White House spokesman, yesterday said that both sides still wanted a summit, subject to agreement on time and place.

## Aerospace groups link to develop prop-fan engines

BY MICHAEL DONNE IN LONDON AND DAVID MARSH IN PARIS

TWO leading U.S. aerospace companies are linking with European companies to pursue the development of the revolutionary new prop-fan engines for future generations of airliners.

McDonnell Douglas, one of the world's biggest builders of jet airliners, has signed an agreement with Aeritalia, a subsidiary of Italy's Gruppo IRI Finmeccanica, to work on prop-fan technology.

General Electric, one of the world's biggest aero-engine manufacturers, in a separate arrangement, is to undertake similar studies with Snecma, the French state aero-engine manufacturer.

GE and Snecma already collaborate extensively through their joint CFM International company on the development of the CFM-56 series of turbo-jet engines for current airliners.

Prop-fan is the name being given to a radical new development in turbo-propeller technology, which involves harnessing propellers to gas-turbine engines.

The difference lies in the type of propellers used. Instead of conventional three or four-bladed propellers, in prop-fans the propeller is 12-

bladed, and shaped more like a ship's screw.

The result is claimed to be a big reduction in fuel consumption — some claims put it as high as 50 per cent — together with cuts in noise and vibration, while offering speeds close to those of conventional jet airliners.

All those claims have yet to be proved.

All the leading airliner manufacturers have been studying prop-fan technology, with Boeing and McDonnell Douglas more interested at present than Airbus, which is concentrating on conventional jet engines for its new A-320 for service in 1989-90.

Boeing and McDonnell Douglas are more enthusiastic and are planning flight test programmes on prop-fans to test the validity of the concept.

Boeing's plan is to use a GE prop-fan, and it will probably be that engine on which the U.S. engine company will work with Snecma.

So far, Rolls-Royce is conducting its own research into prop-fan technology, without foreign participation.

But it has close relationships

with other European engine companies — including, for example, MTU of West Germany, with whom it works on the RB-199 jet engine for the Tornado fighter — and the possibility of it linking with another company cannot be overlooked.

McDonnell Douglas said yesterday that its pact with Aeritalia extends nearly 20 years of co-operation with the Italian group on aerospace ventures. Aeritalia has already committed a group of specialised technicians to the venture, working with McDonnell Douglas in the U.S.

McDonnell Douglas last month appointed Mr Walter J. Orlovski as its programme manager on prop-fans. He will lead a multi-million dollar "readiness analysis and testing programme," leading to the design and development of a prop-fan demonstrator aircraft.

The GE-Snecma accord could be formally announced at the Paris Air Show which starts at the end of the month. It would confirm strong links between the two companies which have already been forged with joint development of the CFM-56 engine for civil and military aircraft.

## Nissan confirms orders to UK parts suppliers

By John Griffiths in London

LUCAS Industries and Triplex, the Pilkington group's automotive glass subsidiary, are among more than a dozen UK motor industry suppliers whose components are expected to be fitted as original equipment to Nissan cars being assembled in the UK from August 1986.

Nissan Motor Manufacturing, the Japanese company's UK subsidiary set up to assemble initially 24,000 cars a year on a 800-acre greenfield site at Washington in the north east of England has been carrying out final evaluation of sample orders placed during last year.

Mr Ian Gibson, Nissan's purchasing director, rejected reports that Nissan had been "appalled" at the standard of UK components supplied during the feasibility assessment of the UK plant, and said he could see no reason why Nissan should seek a large influx of Japanese components suppliers to the UK, as has been suggested in the industry.

Lucas rejected "the cynical view that the Japanese would set higher quality standards than they know the UK industry could fulfil, so that they could justify bringing in their own products."

However, Lucas acknowledged that Nissan had set higher quality standards than those to which the European industry was accustomed.

"They are using higher quality components throughout their cars than we are used to. It is a challenge to suppliers like us to meet those standards. But any suggestion that they are beyond our capabilities we strongly reject."

Triplex said yesterday it had been confirmed that it would be the sole supply source for the car's glass, while Lucas is to supply alternators. Lucas is also understood to be a potential supplier of other electrical equipment for the car, the successor to the Stanzac.

Mr Gibson said other supply contracts for the start-up of production included instrument panel mouldings, bumpers, exhausts, seating, starter motors, audio equipment, seatbelts and body and trim mouldings.

He said companies expected to gain business included National Plastic (dashboards), Dymar (mirrors), Kay Metecol, ITR and Schlegel for a variety of body components.

Although some contracts have yet to be finalised — further durability and other testing is involved — Mr Gibson said "we did not undertake the sample orders lightly; there are heavy tooling costs involved."

**Baker warns of lagging U.S. growth**

Continued from Page 1

tional product was attributable to inventory investment, a worrying sign to economists who fear further cuts in output as companies try to reduce their stocks.

In the wake of the cut in the Fed's discount rate on Friday, a move whose timing caught Wall Street by surprise, there is considerable uncertainty about how the Fed will respond to the darkening economic outlook. Some economists are arguing that the discount rate reduction from 8 per cent to 7½ per cent should be seen as the first step in a progressive easing of monetary policy as the Fed seeks to revive a U.S. economy which grew by 6.8 per cent last year. Others suggest that the Fed will now wait and see what effect an easier monetary policy will have.

Some private economists, such as Mr Anthony Bonch, editor of the Bank Credit Analyst, maintain that the Fed is caught in a dilemma because although an easier monetary policy can stimulate demand, it need not necessarily stimulate domestic output. With the dollar still strong on the foreign exchanges, monetary stimulation might simply spur increased imports and a higher trade and current account deficit.

Max Willkinson adds from London: News of the more pessimistic estimate of U.S. growth could not prevent the dollar from rising in Europe, where it recovered most of the ground lost late on Friday and on Monday after the ½-percentage-point cut in the U.S. discount rate.

The dollar reached a peak of DM 3.093 in London, after having fallen almost to DM 3 early on Monday. Later in the day, it eased somewhat, closing in London at DM 3.067.

Sterling, meanwhile, remained relatively firm, rising slightly against continental European currencies, although the rise of the dollar trimmed it to \$1.72 against Tuesday's New York close of \$1.735.

## SEC drops plans for controls on hostile takeover tactics

BY PAUL TAYLOR IN NEW YORK

THE U.S. Securities and Exchange Commission (SEC) has abandoned a plan to seek wide-ranging new federal legislative curbs over corporate takeover tactics.

The commission voted unanimously not to resubmit to Congress a package of proposals made last year which would have placed restrictions on a number of corporate defensive strategies including "greenmail" payments, management "golden parachutes," "poison pill" defences and stock repurchase

The SEC said it had decided against seeking more sweeping restrictions because of concerns about the inflexibility of the proposed legislation and a growing mood that state courts and the market place provide adequate safeguards against takeover — offer abuses.

The decision was taken after the four sitting SEC commissioners heard two hours of additional evidence.

SEC faces foreign menace, Page 19

## Caparo may sue over Fidelity

BY CHARLES BATCHELOR IN LONDON

CAPARO Industries, the British engineering group headed by Mr Swraj Paul, may take legal action following its takeover of Fidelity, the UK television and cordless telephone company, last October, in response to alleged overstatement of profits and stock values.

Caparo, which paid £14.1m (£17.5m) cash for Fidelity, one of the last remaining UK manufacturers of consumer electronic products, has written off £7.9m after reviewing Fidelity's finances.

"We believe that the Fidelity profits for the year ended March 1984 were overstated by at least £1.7m," Mr Paul said in his annual report. "This would have changed the published results for that period from a profit of £1.3m to a loss of £400,000."

"A very different valuation would have been put on the business by

an acquiring company if these facts had been known. We are currently taking professional advice on the legal remedies open to us and it is anticipated that legal proceedings may be commenced in the near future."

Caparo is to make a £10.25m rights issue of new 8 per cent convertible cumulative redeemable £1 preference shares at par to strengthen its balance sheet, partly needed as a result of the Fidelity write-off.

Despite the problems at Fidelity, Caparo increased its pre-tax profits by 43 per cent from £1.95m to £2.76m in the year ended December 1984 on turnover which rose 32 per cent from £82m to £108m. It proposes increasing its total dividend from 15p to 18p per share.

Caparo has made major management changes at Fidelity and has appointed new technical, production and finance directors. The alleged discrepancies at Fidelity have delayed Caparo's plans for expanding its electronic business by a 12 to 18 months but Caparo remains committed to its plan to move into areas of higher technology, Mr Paul said.

Caparo has been strengthening Fidelity's research and design efforts. It claims to be the only UK maker of cordless telephones — all other companies import theirs and put on their own labels — and is launching a new office telephone with a cordless handset.

Caparo's shares fell 1p yesterday to 30p.

Caparo plans £10m rights issue, Page 24

## Swedish banks cut rates again

Continued from Page 1

Mr Dennis repeated yesterday that the banks' initial increases were "a brutal action, an unexpected overreaction."

The banks retreated once last week but felt forced to make another ½-point cut in lending rates yesterday, fearing that the central bank might otherwise reimpose interest-rate regulation, a move already heralded by the Finance Ministry (private overdrafts now carry an interest rate of around 17 per cent).

Mr Dennis denied yesterday that the central bank had used any element of blackmail against the commercial banks. He said interest-rate regulation had been abolished because "we did not like it. It was a bad system, old-fashioned and inefficient. I have never considered reimposing it."

There is clearly tension between the central bank and elements in the Government, particularly the Prime Minister. Mr Olof Palme has continued until yesterday to criticise the banks, while Mr Dennis said the central bank had no intention of using verbal commentaries as a sort of surrogate regulation.

"That would be reintroducing regulation through the back door," he said.

Mr Curt Olsson, chairman of Skandinaviska Enskilda Banken, Sweden's biggest commercial bank, admitted yesterday that the banks "might have overlooked the political reaction" with their initial increases. Fear of a return to regulation had prompted the cuts, which would be "very detrimental for the banks' profitability."

In a new set of economic forecasts S-E Banken said yesterday it expected growth in the Swedish economy to slow to only 0.9 per cent this year — the Government's last forecast a month ago was an increase of 2.5 per cent — with a fall in gross national product of 1 per cent in 1986.

It paints a picture of falling Swedish shares of foreign markets as a failure to control inflation and labour costs erodes manufacturing industry's competitiveness.

It forecasts a substantial deterioration in the current account of the balance of payments, as exports stagnate and imports continue to increase significantly. Inflation is expected to remain at least double the official government target of 3 per cent.

## World Weather

Place	°C	°F	Place	°C	°F	Place	°C	°F	Place	°C	°F
Aberdeen	10	50	London	12	54	Madrid	15	59	Sabrosa	15	59
Amsterdam	10	50	Lyons	12	54	Moscow	15	59	Saint Petersburg	15	59
Antwerp	10	50	Manchester	12	54	Norwich	15	59	Seville	15	59
Birmingham	10	50	Newcastle	12	54	Oxford	15	59	Shanghai	15	59
Bombay	27	81	Nottingham	12	54	Paris	15	59	Singapore	27	81
Buenos Aires	18	64	Sheffield	12	54	Rome	15	59	Sourabaya	27	81
Calcutta	27	81	Southampton	12	54	St. Petersburg	15	59	Taipei	27	81
Canton	27	81	Strasbourg	12	54	Tokyo	15	59	Tientsin	27	81
Cebu	27	81	Sunderland	12	54	Urumchi	15	59	Yokohama	27	81
Colon	27	81	Swansea	12	54	Warsaw	15	59			
Hankow	27	81	Torquay	12	54	Winnipeg	15	59			
Hong Kong	27	81	Wrexham	12	54	Zurich	15	59			
Kobe	27	81									
London	12	54									
Lyons	12	54									
Madrid	15	59									
Manila	27	81									
Moscow	15	59									
Nottingham	12	54									
Oxford	15	59									
Paris	15	59									
Rome	15	59									
St. Petersburg	15	59									
Taipei	27	81									
Tientsin	27	81									
Yokohama	27	81									

## Defeat for Pickens

Continued from Page 1

ed to fall as a reflection of the additional debt the company has incurred in defeating the takeover.

The indicated price of Unocal stock had fallen to \$34 a share on Monday during the negotiations, around the price most analysts consider it to be worth after the deal, giving the Pickens group a potential deficit on this part of the agreement of \$240m.

In an additional element of the deal, Unocal said that it would use its best efforts to distribute part of its planned limited partnerships to shareholders. The company is aiming to hand over \$150m annually in partnerships, which would include about 45 per cent of Unocal's oil and gas reserves.

In addition, Mr Pickens has accepted a standstill agreement that will prevent him from buying Unocal stock for 25 years, while con-

trolling the sale of his stock over a period of years. Analysts believe that the sale arrangements will put a stranglehold on Mr Pickens's future takeover activity by tying up a large part of his financing in Unocal for a considerable period.

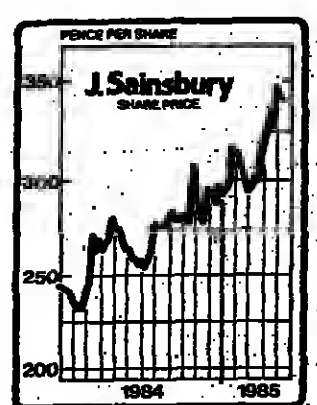
In an additional element of the deal, Unocal said that it would use its best efforts to distribute part of its planned limited partnerships to shareholders. The company is aiming to hand over \$150m annually in partnerships, which would include about 45 per cent of Unocal's oil and gas reserves.

In addition, Mr Pickens has accepted a standstill agreement that will prevent him from buying Unocal stock for 25 years, while con-

trolling the sale of his stock over a period of years. Analysts believe that the sale arrangements will put a stranglehold on Mr Pickens's future takeover activity by tying up a large part of his financing in Unocal for a considerable period.

## THE LEX COLUMN Profits cost more at Sainsbury's

True to its advertising, J. Sainsbury has turned in some high quality earnings for 1984-85: pre-tax profits are up by over 20 per cent to £156.4m. Its shares, unfortunately, are not as cheap — or quite as fresh — as its groceries. Down 3p to 342p yesterday, they are trading on a prospective multiple of 20. The question, however, is not whether Sainsbury is better than its competitors — it undoubtedly is — but whether it is better enough.



The assumption that Sainsbury must eventually trip over its shoes has so far been a frequent, but expensive mistake. Even over the last six months Sainsbury shares have outperformed Asda and Tesco.

For years it has been tempting to say that Sainsbury cannot squeeze any more savings out of costs, yet margins have grown from under 3 per cent in 1976 to over 5 per cent now. Profits growth is undoubtedly slowing, though, along with inflation and the economy. Last year's 20 per cent rise compares with 30 per cent the year before and probably 15 per cent in 1985-86. But it would be foolish to complain while the risk factor is so low and while the company is opening around 15 new Sainsbury stores and nine new Homebase stores a year.

Meanwhile, the new larger stores are more cost effective and new technology will make the stock turn faster. Even the older stores saw a volume gain of about 2½ per cent last year and once they are refurbished, there should be room for even more. With a contribution from Homebase this year, but a swing from interest receivable to payable, Sainsbury looks set to make over £10m. The share price leaves no room for mistakes, but then mistakes are not Sainsbury's stock in trade.

**Ansbacher**

Only a new management with a long pocket behind it could possibly afford to sweep so clean a swathe as the recently arrived management has done at Ansbacher. According to the new dispensation, Ansbacher has lately been operating with negative net worth — excluding goodwill — of about £1m and should probably not have paid the interim dividend in December. The indictment in Ansbacher's rescue rights prospectus alleges over-ambitious acquisition expansion, compounded by lack of cost controls.

Although some contracts have yet to be finalised — further durability and other testing is involved — Mr Gibson said "we did not undertake the sample orders lightly; there are heavy tooling costs involved."

**Baker warns of lagging U.S. growth**

Continued from Page 1

tional product was attributable to inventory investment, a worrying sign to economists who fear further cuts in output as companies try to reduce their stocks.

In the wake of the cut in the Fed's discount rate on Friday, a move whose timing caught Wall Street by surprise, there is considerable uncertainty about how the Fed will respond to the darkening economic outlook. Some economists are arguing that the discount rate reduction from 8 per cent to 7½ per cent should be seen as the first step in a progressive easing of monetary policy as the Fed seeks to revive a U.S. economy which grew by 6.8 per cent last year. Others suggest that the Fed will now wait and see what effect an easier monetary policy will have.

Some private economists, such as Mr Anthony Bonch, editor of the Bank Credit Analyst, maintain that the Fed is caught in a dilemma because although an easier monetary policy can stimulate demand, it need not necessarily stimulate domestic output. With the dollar still strong on the foreign exchanges, monetary stimulation might simply spur increased imports and a higher trade and current account deficit.

Max Willkinson adds from London: News of the more pessimistic estimate of U.S. growth could not prevent the dollar from rising in Europe, where it recovered most of the ground lost late on Friday and on Monday after the ½-percentage-point cut in the U.S. discount rate.

The dollar reached a peak of DM 3.093 in London, after having fallen almost to DM 3 early on Monday. Later in the day, it eased somewhat, closing in London at DM 3.067.

Sterling, meanwhile, remained relatively firm, rising slightly against continental European currencies, although the rise of the dollar trimmed it to \$1.72 against Tuesday's New York close of \$1.735.

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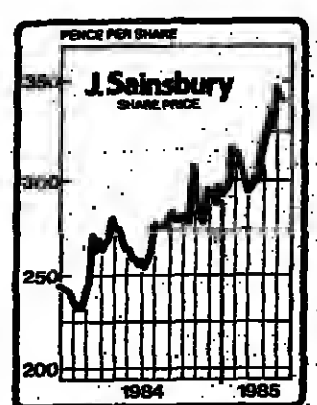
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confirmed its place as the best-improved pupil in the sector. Having put its balance sheet in order, it could now flood the Home Counties with Mexican fast food; wisely, RHM has elected first to try to turn its baking division into more than a captive manufacturing operation which protects good milling margins. Spreading the same loaf over 20 instead of 60 bakeries should further close what was once a yawning gap with AB Foods; for nothing less than full capacity at the modernised bakeries will do if RHM is to make leaves for the 30s or so at which they are discounted in supermarkets. Even so, AB Foods will still call the pricing shots and regional results will always be patchy.

RHM once yielded twice the market average, and it is a measure of its recovery that it now runs with the pack. But on profits for the year of 1984, RHM stands at a small premium multiple; to AB Foods this would not be justified if AB Foods also changed its closure costs below the line or enjoyed the speculative support of a Berkshire shareholding.

**Abbey Life**

The disappearance of Hambro Life into the financial services division of BAT made a flotation of Abbey Life all the more likely to go down well with institutions; what better than to plump the portfolio gap with another of Mr Weinberg's linked-life creations? As it happens, the decision by IIT to pull some cash out of its Abbey subsidiary is not only a natural response to the high price fetched by Hambro Life, but is timed to exploit the best of an exceptionally good run for the life industry.

Following a third artificial boost from the fiscal system in many years — the switch to Miras mortgages, the abolition of premium relief and now the proposal to abolish the



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# SECTION II - COMPANIES & CAPITAL MARKETS

## FINANCIAL TIMES

Wednesday May 22 1985

**TCB LIMITED**  
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Banking Services

### Setback for Penney as U.S. retailers' profits surge ahead

**BY OUR FINANCIAL STAFF**

BROADLY favourable first-quarter results were reported yesterday by a clutch of leading U.S. retailing groups, with increases in sales and earnings running well ahead of expectations in most cases.

The exception was J. C. Penney, the country's third largest general retailer, which suffered a 27.5 per cent drop in net earnings to \$56m, or 67 cents a share, from \$80m, or 92 cents, on sales that were virtually flat, rising only to \$2.6bn from the \$2.75bn a year earlier.

Mr William Howell, Penney's chairman, said the group's gross margin had declined as a percentage of sales. Markdown and promotional activities had been at a high level in order to run down inventories, though these were now in line with current sales estimates.

Associated Dry Goods, which runs 12 chains of department stores including Lord & Taylor and Goldwaters, showed by contrast a rise of 85 per cent in first-quarter net income, to \$9.3m from \$5m, or 47 cents against 26 cents a share.

Sales of the group, which has been working to increase emphasis on higher-margin fashion merchandise, rose to \$935.9m from \$819m. Allied Stores, whose 585 department and specialised stores include such well-known names as Bonwit Teller, Brooks Brothers and Garfinkel, saw sales increase 4.6 per cent to \$880.3m from \$841m. Net earnings rose 17 per cent to \$17.2m for the quarter against \$14.7m a year earlier, equal to 82 cents a share against 70 cents.

Dayton Hudson, with department stores in 47 out of the 50 states, reported an 18 per cent increase in net earnings to \$33.3m, or 34 cents a share, from \$28.4m, or 29 cents a year earlier. Sales rose to \$1.82bn from \$1.62bn.

May Department Stores saw a comparable 22 per cent increase in first-quarter net profit to \$33.5m from \$27.5m, or 78 cents a share against 63 cents. Sales rose 13.6 per cent to \$1.08bn from \$959m.

### Leucadia steps up assault on Intergroup

**By Our Financial Staff**

LEUCADIA NATIONAL, the New York-based financial services concern which made an unsuccessful bid last year for Avco, is stepping up its battle to influence management of National Intergroup, the Pittsburgh-based steelmaker.

Leucadia said it would nominate four members of its own board for election to the steel company's board at the Intergroup annual meeting on June 5. If successful the nominees will seek to have National Intergroup's board adopt a four-part recapitalisation programme to "maximise shareholder value."

On Monday National Intergroup said its board rejected the recapitalisation plan, which at that stage included a request for the election of two Leucadia officers to National's board. The recapitalisation plan includes direct ownership by National Intergroup shareholders of shares in First Nationwide Financial, a savings and loan company owned by National Intergroup; receipt by shareholders of \$4 in cash and \$4 in newly issued notes; direct participation by shareholders in promissory notes issued by Weirton Steel.

### U.S. MOVES TO REGULATE INTERNATIONAL SECURITIES TRADE

## SEC faces the foreign menace

**BY BARRY RILEY IN LONDON**

THE U.S. Securities and Exchange Commission is concerned that the increasing internationalisation of the securities market may undermine its ability to regulate trading. It complains that information on international dealing is inadequate, and that as yet there is no central forum to promote co-ordination, as global markets continue to develop.

Accordingly the SEC has published a discussion paper on the subject, with a request for comments from interested parties.

The commission's stated objective is to consider ways of attaining "the fairest and most efficient global markets possible."

The background is that there has been a rapid growth in cross-border financing and securities ownership both within and outside the U.S. This has been true for some years in the bond markets but has recently also become significant in equities.

Thus U.S. issuers raised \$6.8bn on the Eurobond market in the first half of 1984, while foreign issues on the U.S. domestic bond market have been running at several billion dollars annually.

As for equities, U.S. institutions are now estimated to hold more than \$100bn worth of foreign stocks compared with \$40bn in the 1970s. Meanwhile the number of foreign stocks traded in the form of ADRs (American Depositary Receipts) on U.S. markets is now approaching 400. And on the other side of the coin, some 200 U.S. companies listed on the New York Stock Exchange are also listed on the London Stock Exchange and in Paris.

Last year both Reuters and British Telecom were floated by way of multi-centre offerings, including London and New York, and the SEC has already issued a parallel discussion document on the potential for harmonising securities issue procedures in different countries.

In the new document, however, it is focusing on the international secondary markets on which securities are traded. In its ultimate form these comprise telephone markets in which broker-dealers can trade continuously on a 24-hour basis by passing their trading positions on to traders located in branch offices in later time zones.

But the SEC document observes: "In many respects the dimensions of this increased international trading remain unclear."

As a result, industry participants, securities markets and regulatory bodies find it difficult to prepare for future developments in this area.

The SEC refers to a number of specific problem areas.

- For U.S. securities, the development of international trading might mean that an increasing number of transactions were not captured by the consolidated reporting system which requires U.S. firms to report the price and size of bargains.
- Even for stock exchanges, reporting requirements vary. For example, there are no volume reports for individual stocks on the London Stock Exchange. There is little information in respect of business done on the unofficial international over-the-counter market.
- Market information presently available in the international markets for debt may not be sufficient to ensure efficient pricing.
- Simultaneous trading in different markets may lead to pricing disparities, especially if the same securities are traded in different currencies.
- Links between U.S. and foreign clearing agencies may create problems because the U.S. unit might be exposed to regulatory requirements and financial risks quite different from those encountered in normal domestic operations.
- There are barriers to the participation of foreign firms in many national securities markets, including those of Canada, Switzerland, the UK and Japan.
- Anti-manipulation rules which the SEC imposes on U.S. firms dis-

### Firestone up sharply despite sales slip

**By Paul Taylor in New York**

FIRESTONE Tire and Rubber, the second largest U.S. tyre maker, yesterday posted fiscal second-quarter earnings from continuing operations of \$18m, or 45 cents a share, compared with \$11m, or 22 cents a share, in the year-ago period on sales which slipped to \$936m from \$988m.

Net income, including extraordinary credits increased to \$20m, or 48 cents a share, in the quarter ending April 30 from \$10m, or 33 cents, in the year-ago period when net earnings were boosted by \$5m, or 11 cents, from discontinued operations.

Firestone said the increase in quarterly income from continuing operations, which compares with earnings of \$17m, or 39 cents, in the fiscal first quarter, reflected improved results in the group's U.S. retail and diversified products operations and \$4m of non-recurring income.

### Deere back in surplus for second quarter

**BY OUR FINANCIAL STAFF**

DEERE & Company, the world's biggest farm equipment manufacturer, has bounced back into the black in the second quarter after losses of \$28.2m in the first three months of its fiscal year.

Net earnings in the second quarter ended April 30 were \$34.8m, or 52 cents a share, against \$30.2m, or 50 cents, a year earlier. The latest quarter includes an \$11.1m after-tax provision for reductions in salaries and bonuses.

For the first six months of the current year, the Moline, Illinois-based group managed net profits of \$6.8m, or 10 cents a share, down from \$41.3m, or 61 cents, in the corresponding period a year earlier.

Sales fell from \$2.1bn to \$1.9bn in the first six months, and from \$1.2bn to \$1.1bn in the second quarter.

Earnings in the second quarter include benefits from the planned reduction of inventories valued on a LIFO basis of \$8.1m, or 12 cents a share, against \$8.2m, or 12 cents, a year earlier, and \$17.1m, or 25 cents a share, in the first half, compared with \$13.8m, or 20 cents.

Analysts believe the weak farm economy may continue to limit demand in the current year.

### Seiko earnings ahead 11.5%

**By Carla Rapoport in Tokyo**

HATTORI SEIKO, the world's largest watch manufacturer, posted an 11.5 per cent increase in pre-tax profits to ¥7.9bn (\$51.6m) for the year ended March.

According to the unconsolidated figures released yesterday, Seiko's sales inched ahead by 3.2 per cent to ¥373bn.

Keen competition in the world watch industry helped to slim Seiko's operating profits as a percentage of sales.

### Guidelines issued for securities dealers

**BY TERRY DODSWORTH IN NEW YORK**

THE FEDERAL Reserve Bank of New York has issued voluntary guidelines on capital adequacy for dealers in U.S. government securities who are not supervised by the Federal authorities.

This is the first step towards establishing some control over the growing market for U.S. government securities after a series of failures that highlighted weaknesses in the present system.

The new proposals do not go as far as many critics of the present system would like. In recent hearings some Congressmen have suggested that there should be some formal obligation for dealers to comply with certain capital standards in their securities dealing.

The Fed, however, has responded cautiously to these suggestions, emphasising that a voluntary system has considerable merits in terms of flexibility. The document, a slightly revised version of proposals published for comment in early February, does not call for submission of reports to any government entity, and does not require the examination of unregulated dealers.

Instead, it calls for dealers to limit the size of their risk consistent with the amount of liquid capital available to absorb losses. At the same time, it establishes formulae for estimating the possible risk facing dealers in a significantly adverse market, and recommends that their liquid capital should always exceed "measured risk" by 20 per cent.

In the past three months the market has been shaken by the failure of two unregulated dealers - ESM Government Securities and Bevil Bresler and Schulman Asset Management.

### Sing Tao calls for suspension

**By David Dodwell in Hong Kong**

THE BOARD of Sing Tao Newspapers, the Hong Kong group controlled by Miss Sally Aw Sian, yesterday called for a suspension in trading of the company's shares without providing any reason for suspension.

At the same time, it was learned that Miss Aw was in Sydney, Australia, where her once privately owned property group Corus was planning a "major announcement" today. In November last year, Corus mounted an A\$2.7m (\$1.88m) bid for Smith and Miles, a Sydney-based public company.

### INTERNATIONAL CAPITAL MARKETS

## AIBD to discuss major reforms

**BY MAGGIE URRY IN LONDON**

THE Association of International Bond Dealers (AIBD), whose annual conference begins in Helsinki tomorrow, faces its toughest challenge since it was founded in 1969.

As representatives of the 707 members gather in the Finnish capital, they are faced with proposals for reforms to the AIBD's structure that will make it better able to adapt to the fast-moving changes in the Eurobond market.

However, many delegates feel that reform has come too late, and already two new associations have been founded to represent the interests of two groups of AIBD members - the primary market and the secondary market makers. These bodies - the International Primary Market Association and the Second Market-Makers Association - are both working on recommendations to their members over conduct of their business.

While the two groupings are complementary to the AIBD, it is clear that many AIBD members do not feel that the umbrella organisation can effectively act as a self-regulatory body.

The suggested reforms to the AIBD cover both the powers and composition of the board. In the past the board has only been able to make recommendations for rule changes to the general meeting. Now the board wants to have the power to make and amend rules, which would considerably speed up the process.

There are also proposals to reform the election and the composition of the board. The whole board is up for re-election this year, but in future the 15-member board would have one third of its number re-elected each year. Candidates would be nominated by a committee rather than putting themselves forward. The board would also have to represent the different regional and functional parts of the whole market.

For the reforms to move to the next stage - an extraordinary meeting in the autumn to approve detailed plans - the proposals must be agreed by what the AIBD calls an "extremely positive" vote. If they fail to win such support it is unclear what the AIBD would do next.

## Euromarket debut for Dai-Ichi Kangyo

**BY OUR EUROMARKETS STAFF**

THE EURODOLLAR bond market reacted yesterday after the strong rise of recent days. But syndicate managers were still able to launch new deals with Dai-Ichi Kangyo International making its debut as a book-runner with a \$150m deal for its parent's Hong Kong subsidiary.

The issue has a five-year life and pays a 10 1/4 per cent coupon. Issue price was set at 100 1/4, and the proceeds will be swapped into floating-rate funds. Five co-leads were brought into the deal, which was trading yesterday within its 1 1/4 per cent fees.

Morgan Guaranty won the mandate for a \$75m issue for ITT Credit, which also has a five-year life. It was priced to give an all-in cost to the borrower of 43 basis points over U.S. Treasury bonds and has a 10 1/4 per cent coupon with a 101 issue price. Fees are 1 1/4 per cent. The deal was launched late in the day and was trading just inside its fees.

In the U.S. domestic bond market, Merrill Lynch priced a \$300m yen issue for Sweden with a 30-year maturity at a 11 1/4 per cent coupon and 99 1/4 issue. The bonds carry warrants to buy further bonds with the same terms, which expire in December this year.

In the Eurodollar market, Imperial Chemical Industries launched a \$75m issue which has a further \$50m for sale as a tap. The book-runner on the issue is S. G. Warburg, with J. Henry Schroder Wagg as co-lead.

With a coupon of 11 1/4 per cent and par issue price, ICI's cost of borrowing, taking in the 2 1/4 per cent commissions, is 20 basis points below the yield on gilt-edged bonds. The ICI issue finally matures on September 20 1995, and the first coupon will be paid after 15 months. Redemption will be in two equal instalments. Traders regarded the terms as tight but acceptable, and

All of these Securities have been offered outside the United States. This announcement appears as a matter of record only.

New Issue/May, 1985

**U.S. \$150,000,000**

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Merrill Lynch Capital Markets  
State Bank of New South Wales  
Credit Suisse First Boston Limited  
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Compagnie de Banque et d'Investissements, CBI  
County Bank Limited  
Crédit Lyonnais  
Dai-Ichi Kangyo International  
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Die Erste Österreichische Spar-Casse - Bank  
Girozentrale und Bank der Österreichischen Sparkassen  
Goldman Sachs International Corp.  
Great Pacific Capital SA  
Hill Samuel & Co. Limited  
E. F. Hutton International Inc.  
Kiddier, Peabody International Limited  
Kleinwort, Benson Limited  
Kjebenhavn Handelsbank  
Kreditbank N.V.  
Lloyds Bank International Limited  
LTCB International Limited  
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Wood Gundy Inc.  
Yasuda Trust Europe Limited

### Bank of Tokyo leads \$2bn deal for China

**BY OUR FINANCIAL STAFF**

THE BANK of China has signed an agreement with Bank of Tokyo, one of Japan's commercial banks, for a \$2bn syndicated credit earmarked for use in energy, transport and other modernisation projects under the Chinese seventh economic plan which begins next year.

Terms for the 10-year facility are expected to include interest at between 4 and 5 per cent over London interbank offered rate (Libor). These are finer than the 4 1/2 per

### French utility raises facility to \$750m

**BY PETER MONTAGNON, EUROMARKETS CORRESPONDENT IN LONDON**

THE LOAN facility being raised by Electricité de France in the Euro market was yesterday increased to \$750m from an original \$600m following heavy oversubscription. Société Générale said yesterday as lead manager.

An increase in the deal had been expected since the end of last week when syndication closed with subscriptions totalling \$900m. EDF is understood to have considered an

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Abbey Life

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## SARAKREK HOLDING NV

Harengracht 585, Amsterdam

## Dividend for the year 1984

At the Annual General Meeting of shareholders, held on 21st May 1985, the dividend for the year ended 31st December 1984 was agreed at 2.50 guilder per share (equivalent to 12.50 pence per share). The dividend is payable on 21st June 1985. The dividend is payable to shareholders who are registered in the share register as at 15th May 1985. The dividend is payable to shareholders who are registered in the share register as at 15th May 1985. The dividend is payable to shareholders who are registered in the share register as at 15th May 1985.

Australia and New Zealand  
Banking Group Limited

(Incorporated with limited liability in the State of Victoria, Australia)

## Half-yearly Profit and Dividend Announcement

The directors of Australia and New Zealand Banking Group Limited today announced an unaudited, consolidated operating profit after tax, of AUD140,143,000 for the half year ended 31st March 1985. This is an increase of AUD4,179,000 or 3.1 per cent, on the previous corresponding half year figure of

AUD135,964,000.

After including extraordinary items, consolidated after tax profit for the half year was AUD145,676,000 compared with AUD107,545,000 for the 1984 half year. The contributions to consolidated operating profit by each of the major companies were:

	1985	1984	Movement
Australia and New Zealand Banking Group Limited	\$A900	\$A900	0
Australia and New Zealand Savings Bank Limited	56,335	63,483	-7,148
ANZ Banking Group (New Zealand) Limited*	19,540	16,539	+3,001
Grindlays Bank Group*	16,063	15,121	+942
Esanda FCA Group	8,553	-	-
Development Finance Corporation Limited*	26,722	26,996	-274
	7,354	10,399	-3,045

\* Consolidated profit excluding minority interests.

\* Includes 9 months profit to 31/3/84 compared with 6 months profit to 31/3/85.

The directors stated that the global ANZ trading bank profit is AUD7.1m lower due to an AUD11.1m downturn in Australia, offset to some extent by a AUD3.9m increase flowing from overseas operations.

The decline in the Australian trading bank operations from the peak performance in 1984 was the result of: — a strategic transfer of sizeable resources to our offshore operations including Grindlays; — a reduction in interest margins; — higher operating costs;

— Investment in both global and Australian information processing systems plus associated infrastructure costs.

The major individual factor was the effect of investing approximately AUD450m in the Group's Grindlays Bank subsidiary covering acquisition plus an additional shareholder fund injection. This, plus some further investment in ANZ's offshore operations, has been undertaken to position the Group better to face the quantum leap in competition from large global foreign banks about to enter the Australian market. Directors are confident that the measure taken will bring shareholders fitting rewards in the medium and longer term. The Chairman in his address at the Annual General Meeting on 21/1/85 said: "In 1985 there is clearly a need to consolidate, digest, and bring to fruition the many initiatives that we have taken. In some cases, more than a year will be needed to realise their full potential."

The Australian Savings Bank result reflects a higher level of lending assets compared with the previous corresponding period.

The New Zealand Group again recorded a good profit result, the trading bank being the principal contributor. On conversion to Australian dollars the profit has been adversely affected by a further devaluation in the NZ dollar.

Grindlays Bank Group in its first six months with the Group (acquired September 1984) has contributed an

operating profit after tax of GBP4,841,000 (equivalent AUD8,553,000). The result from Grindlays Bank is well below what ANZ believes is capable of achievement over the next few years.

The Development Finance Corporation group has continued to perform at the satisfactory level which it achieved in 1984. The DFC group's 1984 contribution was for the 9 month period from 1st July 1983.

The Australian finance company operations continue to be affected by the reduced interest margins being experienced in the finance industry. This was offset by growth in asset lending base and improved bad debts experience.

The directors stated that a number of factors make it difficult to predict profit performance in the second half of the year with confidence. This includes the impact of currency movements on offshore business and the pace at which returns start to flow from the integration of Grindlays Bank into ANZ's global structure. Present indications are that short term benefits will be quite modest, and that returns on this segment of the business will be below recent Group performance. Accordingly, profits for the full year are likely to show little growth over 1983/84.

An interim dividend of 15 cents per share (1984-15 cents) on capital increased by the 1 for 10 bonus issue in 1983 (30,492,443 shares), has been declared.

The dividend is payable on 1st July 1985 to shareholders registered in the books of the company at the close of business on 7th June, 1985 and transfers must be lodged before 5.00p.m. on that day (7th June) to participate.

Dividends payable to shareholders on the London and Wellington registers will be converted to local currency at the appropriate rate for telegraphic transfers on 7th June, 1985.

Details of the consolidated result for the half year to 31st March, 1985 are as follows:—

	Half-Year to 31/3/85 \$A'000	Half-Year to 31/3/84 \$A'000	Percentage Movement
Consolidated operating profit before taxation	291,802	255,215	+ 14.3
Less: Income tax expense	145,851	112,153	+ 30.0
Consolidated operating profit after taxation	145,951	143,062	+ 2.0
Less: Minority interest of outside shareholders in subsidiary companies	5,808	7,098	- 18.2
Consolidated operating profit attributable to members of the Company	140,143	135,964	+ 3.1
Extraordinary items (net)			
Surplus on sale of properties	110	909	
Write off of DFC Goodwill	5,464	(28,514)	
Other (net)	5,574	(28,427)	
Less/(Plus):			
Minority interest of outside shareholders in subsidiary companies	41	(8)	
Extraordinary profits (Losses) — excluding minority interests	5,533	(28,419)	
Consolidated profit (after extraordinary items) attributable to members of the Company	145,676	107,545	+ 35.5
Group Income	2,751,755	1,579,012	+ 74.3
Group Interest Paid	1,772,138	833,070	+112.7
Depreciation-including amortisation	38,523	22,317	+ 72.6
Earnings (before extraordinary items) per ordinary fully paid share — on issue at 31st March	42.0¢	51.1¢*	

## Issued and Listed Securities as at 31st March, 1985

	Number Issued	Of Which Listed	Par Value	Paid-up Value
Preference Shares	NIL			
Ordinary Shares	333,421,847	333,421,847	\$A1.00	\$A1.00
Ordinary Shares	2,694,000	NIL	\$A1.00	10¢
	336,115,847	333,421,847		
Of which issued during reporting period	30,741,152	30,741,152	\$A1.00	\$A1.00
	302,000	NIL	\$A1.00	10¢
	31,043,152	30,741,152		
Convertible Notes	NIL			
Options	NIL			
Debtures — totals only		\$A'000		
Unsecured Notes — totals only		2,007,143		
		544,662		

## INTERNATIONAL COMPANIES and FINANCE

Daimler-Benz spells out  
concessions to Dornier

BY JOHN DAVIES IN STUTTGART

DAIMLER-BENZ, the West German motor vehicle concern, has confirmed that it has made concessions to Herr Claudius Dornier to win his agreement to the deal under which it is taking control of the Dornier aerospace and research group.

Prof Werner Breitschwerdt, the Daimler-Benz chief executive, said that Herr Dornier would have "certain minority rights" similar to those normally attached to a 25 per cent stake in a West German company.

Daimler-Benz had also promised Herr Dornier "certain support" for the development of his Sestair seaplane project.

Under the final agreement reached last week, Daimler-Benz will have a 65.5 per cent stake in Dornier, Claudius Dornier 20 per cent, Silvius, one of his brothers, 10.5 per cent and the state government of Baden-Württemberg 4 per cent.

Prof Breitschwerdt said that the minority rights were not bound to Herr Claudius Dornier in person but would apply to any package of 12.5 per cent of Dornier shares. This meant that Herr Claudius Dornier could bequeath or sell his shares and minority rights, he said. Daimler-Benz did not have an option on first right of purchase.

Although he gave no details, Prof Breitschwerdt indicated that the minority rights would enable Herr Claudius Dornier to prevent his position being eroded through capital increases or changes in the company's constitution.

Daimler-Benz's management control would in no way be disadvantaged by this, he stressed.

Dornier did not need a capital increase in the immediate future, he added. Daimler-Benz executives have indicated that finance for increased activity could be provided in other ways, such as bank credit or a loan from Daimler-Benz.

Prof Breitschwerdt said that Daimler-Benz had not agreed to take any responsibility for the Sestair project, but had simply agreed that the Dornier group's facilities could be helpful to Claudius in his personal venture.

Herr Eduard Reuter, the Daimler-Benz finance chief, said that the support would not be on any great scale.

Herr Claudius Dornier is to be assured a seat on Dornier's supervisory board and Herr Silvius Dornier, probably also, said Prof Breitschwerdt. But no decision had yet been made about the group's top management.

Herr Manfred Fischer was dismissed as Dornier's chief executive

recently as part of a feud among the family shareholders in the company. His sacking launched off the chain of events which led to Daimler-Benz's purchase of a majority stake to ensure a stable future for the Dornier group.

Prof Breitschwerdt said that the Dornier takeover and Daimler-Benz's earlier decision to assume full ownership of MTU, the engineering concern, were not a turning point for Daimler-Benz, but part of a consistent process of unloading the group.

Vehicle manufacture would continue to be Daimler-Benz's main concern, but it had a long-term strategy of broadening out into high technology areas, he said.

Daimler-Benz has not disclosed the purchase price, but the Dornier and MTU acquisitions are estimated to have cost it in the region of DM 1bn (\$326m).

Daimler-Benz executives have indicated that they intend to take an "arm's length" approach to preserve the flexibility and creativity of Dornier, whose sales of DM 1.5bn last year were dwarfed by Daimler-Benz's sales of DM 43.3bn.

They expect to increase the flow of orders to Dornier, though on a competitive basis, and to co-ordinate research efforts. But at the same time they are anxious to avoid disturbing the independent highly motivated Dornier research efforts.

Fanuc beats profit  
forecast with 18.5%  
gain in full year

BY YOKO SHIBATA IN TOKYO

FANUC, the leading Japanese maker of numerically controlled systems for machine tools, has achieved an 18.5 per cent boost in pre-tax profits to ¥51.93bn (\$307.4m) for the year to March.

This compares with the ¥43.61m taxable result for the previous year, and exceeds by ¥2.95bn the company's own forecast of a year ago.

Parent company net profits emerged 27.8 per cent higher at ¥24.97bn, on turnover ahead 22.8 per cent at ¥141.73bn. Earnings per share were ¥222.78 against ¥232.48 while a term-end dividend of ¥6.50 makes an unchanged total of ¥13.

Reflecting a surge in private sector capital investment, the company enjoyed active demand from overseas and domestic machine tool makers, with orders received for those products amounting to ¥156.18bn, up 32 per cent.

Sales of these machine tool systems, accounting for 61.7 per cent of the total turnover, rose 33.9 per cent.

Industrial robot sales advanced 33.5 per cent, representing 9.4 per cent of turnover. This resulted from brisk shipments to GM Fanuc Robotics, its joint venture with General Motors of the U.S.

In the second half, Fanuc diversified into plastic injection moulding machines based on technology from Cincinnati Milacron, also, of the U.S. This provided sales of ¥100m and orders received totalling ¥196m. Electro-discharge machine sales moved up by 3.3 per cent to contribute 6.9 per cent to the total turnover.

Overall revenue export advanced 21.6 per cent to account for 31.8 per cent of the total turnover. Exchange gains and other exceptional items more than offset higher depreciation charges resulting from a ¥60m new plant completed last autumn.

For the current year, Fanuc forecasts rising orders and a full contribution from the moulding machine division. The company also expects economies of scale resulting from a doubling in production capacity at its new plant at the foot of Mount Fuji. At the same time, depreciation charges are expected to ease.

These favourable factors lead Fanuc to expect full-year pre-tax profits of ¥56bn, up by 7.8 per cent, with projected net profits of ¥25.8bn, up by 3.3 per cent, on turnover which at ¥185bn would emerge 16.4 per cent ahead.

Hoffmann-La Roche  
sales soar by 20%

BY JOHN WICKS IN ZURICH

HOFFMANN-LA ROCHE, the Swiss-based group, increased its sales by over 20 per cent during the first quarter of this year to SwFr 2.5bn (\$875m).

Mr Heinz Gerber, chairman of the Basel-based parent company, said it was not certain that this growth rate could be maintained.

He pointed to the recent strength of the dollar, which was 20 per cent higher in the first quarter of 1985 than in the corresponding three months of last year, and added that this development was unlikely to continue at the same rate.

Despite this, he said, Hoffmann-La Roche expected to continue its favourable progress and "strengthen its profitability further."

Last year, net income of the group had risen by 15.8 per cent to SwFr 380.2m after an improvement in consolidated turnover by 10.1 per cent to SwFr 6.27bn. At the shareholders' meeting the board is to propose an increased dividend of SwFr 1,200 (1983, SwFr 1,175) per share and dividend certificates.

Dr Andreas Losenberger, managing director, said the recent announcement of the British "limited list" which will affect Roche's psycho-pharmaceutical sales in the United Kingdom, would lead to a loss of SwFr 50m UK turnover this year — "at the most pessimistic."

The company believes that sales of tranquillizers and vitamins can continue in Britain on the private market.

Higher spending slows  
Ricoh profit growth

BY CARLA RAPOPORT IN TOKYO

RICOH, one of the world's leading manufacturers of copiers and office equipment, has pushed up pre-tax profits by 9.7 per cent for the year ended March to ¥28.9bn (\$115.4m), on sales up 16.2 per cent to ¥451.6bn.

The growth reflects something of a slowdown for Ricoh, which last year reported a 45 per cent increase in pre-tax profits and nearly 20 per cent improvement in sales. Net profits in the 1984-85 year were up 13.9 per cent to ¥13.9bn, against a 94 per cent surge last year.

Ricoh officials said yesterday the relatively slower growth in parent company profits was due to sharply increased spending on research and development (R & D), increased outlays on capital expenditure and tough price competition in the world markets for its major products.

The company forecast that the expected economic slowdown in the U.S. would worsen trade friction between the U.S. and Japan and lead to a decline of Japanese exports to the U.S. by 1986.

As a result, Ricoh is aiming to increase the sophistication of its office equipment through bigger in-

vestment in new automation technologies. R & D spending last year jumped by more than 25 per cent to ¥28bn, representing 6.3 per cent of sales.

At the same time, capital spending on manufacturing capacity expansion leapt by more than 50 per cent to ¥34.8bn.

Because of these and other efforts, Ricoh expects sales in the current year to jump nearly 20 per cent to ¥548bn, with pre-tax profits up nearly a third to ¥33bn.

In the year just ended, exports of Ricoh's copiers jumped by 28 per cent to more than ¥100bn. Copiers account for 34 per cent of Ricoh's sales, but sales in the home market are largely stagnant.

Sales of its cameras abroad fared extremely well last year, with exports growing by 68 per cent to ¥18bn as opposed to a 2.4 per cent sales growth in the home market.

Overall, the group's operating margins slumped in the year to 5.4 per cent from about 6 per cent last year. Ricoh believes that margins will widen over the next few years as it begins to reap the rewards of its heavy investment programme in R & D and capital expenditure.

## INTERNATIONAL APPOINTMENTS

Olson is  
named  
president  
at AT&T

By Paul Taylor in New York

AMERICAN TELEPHONE and Telegraph (AT & T), the U.S. telecommunications group, has named Mr James Olson, 58, as president and chief operating officer. The appointment appears to put Mr Olson in line to succeed Mr Charles Brown at AT & T's chairman, when he retires next year.

Mr Olson, a Bell System veteran who began his career cleaning manholes and splicing cables with the North-western Bell Telephone Company in 1943, is at present vice-chairman of AT & T Technologies, the division that includes the telephone giant's unregulated businesses like computers, electronics and research.

The new appointment, effective June 1, will place Mr Olson in charge of all the group's principal lines of business in the U.S. and overseas, including its long distance telephone operations.

The president's job at AT & T has been vacant since Mr William E. Elinghaus retired last year after the court-mandated break-up of the Bell System.

Chairman  
for Xerox

MR DAVID KEARNS is to become chairman of Xerox Corporation, the U.S. office equipment company, and Mr William Glavin vice-chairman from Thursday, as part of a reshuffle of the responsibilities of its three-member corporate office.

Mr Kearns, 54, has been Xerox's president and chief executive officer since May 1982. He will continue as chief executive.

As chairman, Mr Kearns succeeds Mr C. Peter McCough, 62, who will become chairman of the executive committee of the board, in place of Mr Kearns.

Mr Glavin, 53, an executive vice-president since 1983, will assume the newly-created post of vice-chairman, AP-DJ

Marengo is joint  
managing director  
of Credito Italiano

BY ALAN FRIEDMAN IN MILAN

DR PIER CARLO Marengo has been appointed joint managing director of Credito Italiano, Italy's third largest bank and a member of the IRI state holding group of companies. Dr Marengo, who has worked for the past 20 years on the bank's foreign side, will have special responsibilities as head of international activities. He has also been named a director of the bank.

The Turin-born Dr Marengo replaces Dr Mario Rivosecchi, who is retiring at the age of 65. Dr Rivosecchi will remain a director of Credito Italiano for the next two years.

Dr Marengo, joined the Turin branch of Credito Italiano as a

clerk after graduating from a *liceo* in economics from the University of Turin.

Over the past decade, Dr Marengo has supervised the opening of bank branches in London, New York, Los Angeles and Tokyo. He has also supervised the opening of representative offices in Chicago, Moscow, Hong Kong, Caracas, Cairo and Amsterdam.

Regarding the bank's future strategy abroad, Dr Marengo says he intends to move toward improving our services and marketing, with particular emphasis on taking the risks needed to increase Italy's exports.

Airbus gives more top  
jobs to non-French

BY DAVID MARSH IN PARIS

AIRBUS INDUSTRIE, the European airliner manufacturing consortium, has restructured its senior management so as to give more top positions to non-French executives.

The changes are part of a change in strategy at Airbus under M Jean Pierson, its new chairman, who was brought in from Aerospatiale of France earlier this year.

Mr Robert Whitehead, from British Aerospace, takes up a post of senior vice president responsible for finance, while M Bernard Ziegler, already the Airbus vice president in charge of flight testing, will take over an enlarged responsibility including engineering.

## Exxon appoints Rawl president

NEW YORK — Exxon's board has elected Mr Lawrence G. Rawl as the current front runner among executives who could succeed Mr Carlton C. Garvin, Exxon's chairman, upon his retirement.

Mr Rawl "will probably concentrate on developing new oil and gas supplies," said Mr William Randol, oil analyst with First Boston — Reuter.

As president of Exxon Mr Rawl is the current front runner among executives who could succeed Mr Carlton C. Garvin, Exxon's chairman, upon his retirement.

Mr Rawl "will probably concentrate on developing new oil and gas supplies," said Mr William Randol, oil analyst with First Boston — Reuter.

All of these securities have been sold. This announcement appears as a matter of record only.

May, 1985

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Common Stock

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## Banco di Roma

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Revised due 1992

Notice is hereby given that the Rate of Interest relating to the above issue has been fixed at 7.975 per cent for period 22nd May, 1985 to 24th June, 1985. Interest payable on 24th June 1985 will amount to U.S.\$73.10 per U.S.\$100,000 Deposit and U.S.\$1,827.60 per U.S.\$250,000 Deposit.

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Due 1995

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May 22, 1985

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May, 1985

## INTL. COMPANIES & FINANCE

Bernard Simon on a Canadian energy group's fight for recovery

# Dome moves from intensive care to convalescence

**SHAREHOLDERS** and managers of Dome Petroleum, the debt-ridden Canadian energy producer, are beginning to see light at the end of a very long tunnel.

The sudden burst of confidence in a company that not long ago threatened the stability of some of North America's biggest banks was vividly demonstrated last week at Dome's annual meeting in Calgary.

A year ago, Mr Howard Macdonald, the chairman, brusquely fended off a barrage of hostile questions, including barbs about his half-million-dollar-a-year salary.

At this year's get-together, boosted by the attendance of 400 Dome employees, the subject of Mr Macdonald's salary and a generous "golden parachute" provision he negotiated recently, were not even raised. Instead, one of the company's most persistent critics stood up to congratulate management on its accomplishments.

Mr Macdonald, a burly Scot who was treasurer at Royal Dutch Shell before moving to Calgary in September 1983, cautions that Dome shares are still not for widows and orphans. But he says that the company—after losing C\$1.7bn (U.S.\$1.24bn) in the past three years—is moving "from intensive care to convalescence."

More boldly, he predicts that, within a year, Dome will be the subject of a bid by some investor keen to get its hands on valuable assets at a bargain basement price.

Sweeping changes have taken place at Dome since the Canadian Government and four of the country's largest banks rescued it from total collapse in September 1982. It is no longer the same reckless company that rushed from one acquisition to another in the late 1970s and early 1980s, swept along by the energy boom in Western Canada, management's vision of a major new oilfield in the Arctic, and the banks' eagerness to provide as many loans as the company wanted.

Dome's assets ballooned almost 12-fold between 1976 to the peak of C\$10.8bn in 1981, when it paid over C\$2bn for control of Hudson's Bay Oil and Gas. In the process, the company's borrowings jumped in these five years from

C\$372m to a staggering C\$6.6bn. The debt became unmanageable when cash flows were squeezed simultaneously by soaring interest rates and falling oil and gas prices.

Despite the acquisition of Hudson's Bay, cash from operations was cut by two-thirds in 1981. Interest on long-term debt (excluding capitalised interest) quadrupled between 1980 and 1982.

Since taking over, Mr Macdonald's main task has been to cut Dome's suit to fit its cloth. "There's a perception that Dome is being prudently and conservatively managed," said a corporate finance manager at Nesbitt Thomson Bingham, the securities firm, when explaining the unexpectedly strong demand for the company's C\$121m international share issue, completed earlier this month.

The offering was almost twice oversubscribed and is the latest in a string of developments that have contributed to the present upbeat mood at Dome.

Earlier this year, 56 creditors agreed to reschedule over 80 per cent of the company's debt stretching repayments to 1995 in an effort to match debt servicing commitments to expected cashflows.

Dome has rid itself of the bulk of assets not related to its three core businesses of Western Canadian oil and gas production, natural gas liquids and offshore contract drilling in the Arctic. A Quebec shipyard was sold recently for one dollar.

Dome has withdrawn from a consortium negotiating an ambitious and costly project to ship liquefied natural gas from British Columbia to Japan.

According to Mr Macdonald, "our policy is a relatively simple one—a focus on high-return projects." The company is currently looking for a buyer for its 3.7 per cent interest in the Syncrude oil sands recovery plant in Northern Alberta, a capital-hungry operation.

Under the debt rescheduling pact, Dome has also agreed to sell a third of its 38 per cent stake in Dome Mines. The latter is a Canadian gold mining group in which Dome Petroleum's books at C\$6 a share, less than half its present market price.

The external environment has improved too, thanks to declining interest rates, a more stable

Canadian dollar and the advent of a new Conservative Government in Ottawa.

Dome expects to reap substantial benefits from the new energy policy announced two months ago by the Federal government. This included the lifting of controls on domestic oil prices and tax relief for energy producers. Under the revised rules, about 60 per cent of the company's oil output will qualify for higher prices and the value of its reserves will rise by roughly 40 per cent. Each time oil prices go up by

acres, are almost double the size of the next biggest holder. The company has continued to pump money into its core investments. It drilled 400 third more wells last year than in 1983, and its oil and gas reserves have stabilised at 12.5 billion barrels. Banks have agreed to provide up to C\$425m in new credit facilities to fund projects and operations.

Were it not for its huge debt—now about \$6.2bn—Dome would be in reasonable shape. It generated C\$110m of cash from operations in the first three months of 1985 and posted an operating income of C\$25m in the first quarter from C\$30m a year earlier.

Even the successful share issue demonstrated however, the high risks and deep uncertainty that still hangs over Dome's future. "No Dome's chagrin, the underwriting group charged a whopping 7.25 per cent commission, compared to 4.5 per cent for similar offerings by blue-chip Canadian companies."

A sudden jump in interest rates or further falls in energy prices would send Dome back to the brink. No mention was made at this year's annual meeting of the fact that each percentage point rise in financing charges costs the company about C\$60m a year in cash flow and C\$27m in net income.

Furthermore, the fragility of some of its businesses is apparent from the first quarter results. Although the net loss has dropped from C\$40m to C\$23m in the past year, the improvement is due mainly to a small foreign exchange gain in the latest period, compared with C\$45m loss on conversion a year earlier.

Contract drilling operations plunged to an operating loss of C\$4m from C\$18m profit, with revenues from this volatile source sliding by more than two-thirds.

Mr Macdonald concedes that the company battled last year to secure its first drilling work in the U.S. Arctic. "No one likes hiring someone who may vanish halfway through," he said wryly.

If contract drilling losses persist, Dome may be forced to cut back on its Arctic drilling capacity. Such a move would raise anew the question of the company's survival in its present form.

Mr Howard Macdonald: "Our policy is a relatively simple one—a focus on high return projects."

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# TECHNOLOGY

## Power battle the data processing chiefs are winning

Alan Cane looks at office automation in the U.S.

AMERICAN DATA processing chiefs are taking back the powers and control they seemed to have lost for good when personal computers and workstations invaded corporate offices.

And their success is a contributory factor to the present slump in the U.S. computer industry.

A major study of U.S. office computing, released this week, shows that data processing and management information services (MIS) departments now control the purchasing of office systems in 87 per cent of Fortune 1000 companies.

Office automation committees dominated by data processing specialists control purchasing in a further eight per cent of large companies, and MIS departments are responsible for deciding what personal computer software in 74 per cent of the companies surveyed.

These results show decisively that the data processing specialists are winning a fierce power struggle that has raged in large corporations over the past five years or so.

They used to have sole control of office technology planning and purchasing, but the coming of the personal computer drastically weakened their authority. Permission was neither sought nor needed to buy a personal computer and they were cheap enough to pay for out of petty cash. In many companies a kind of computing anarchy held sway as personal computers, many of them quite incompatible with each other, proliferated.

Some dp managers, concerned chiefly with building and maintaining large mainframe systems, could not be bothered to

**HIDDEN FACTORS** which underlie the current slump in the U.S. computer industry were identified by the Omni study. They include:

● Managers and professionals seem to be tiring of the novelty of the personal computer. In more than 80 per cent of the companies surveyed, all from the Fortune 1000, managers had begun to delegate computer tasks to support staff.

● Nearly half the companies were buying their microcomputers from retail stores rather than from manufacturers—despite the fact that data processing managers were in charge again: "The shift from direct-from-manufacturer purchases has probably introduced new procedures for doing business which may put a drag on the buying process," Omni argues.

● The shift to the data processing department of control over office automation purchases has also slowed sales. With major responsibilities for strategic purchasing, MIS and

DP departments have put the brakes on uncontrolled computer buying in the office," Omni concludes.

● While users were demanding telecommunications facilities to link their machines, corporations were not convinced of any vendor's ability to fulfil their telecommunications needs—they were still waiting for a communications solution they could trust.

Mr Fred Heys, director of market and industry studies at Butler Cox in London, said there was a nine to 15-month lag between development in the U.S. and similar ones in Europe. In office automation, he said there was a further nine to 15-month lag between the UK and other European countries. He added: "The study paints a gloomy picture for European personal computer suppliers hoping to penetrate the American market. Even the native vendors will have a tough time improving their market share against the industry leader—IBM."

can be transmitted to personal workstations has generated new demands for telecommunications specialists: "As users began clamouring for electronic communications between their workstations and other computers—including mainframe data processing systems—MIS was the only group with the ability to help," Dr Warren Waldbrand, Omni's director of research said.

Third, a mood of desperation had overtaken dp managers as they saw their empire slipping away. It created the right climate for what Ms Goldfield calls "corporate phagocytosis"—Dp and MIS departments simply swallowed up the office management and telecommunications areas of the company.

The study also showed there will be a dramatic rise in computer-based electronic communications in U.S. offices over the next two years.

Dr Waldbrand said three areas would experience strong growth, local area networks, used to transmit information quickly and securely between office computers, telephone exchange (PABX) based computer communications and long-distance electronic messaging.

The Omni report, "Trends '85: Inside the American Office," is part of a long-term project in which some 3,000 users of office automation are interviewed at regular intervals to track changes in needs and objectives.

AT&T Information Systems, Hewlett Packard and Sperry were among the sponsors of the 1985 study. Omni is based in the U.S., and is owned by Butler Cox, the UK consultants in information technology.

control the influx of electronic typewriters, word processors and personal computers until it was too late.

"Five years ago, MIS had little clout in buying office computers," according to Ms Randy Goldfield, president of The Omni Group, the research organisation which carried out the study "But it flexed its muscles and wrested control away from the users."

Ms Goldfield said there were three principal reasons why power had shifted back so

abruptly to the technologist. First, as the demands made of office computing became more sophisticated, the MIS specialists with professional skills in data processing came into their own. They alone could take on the salesmen from the hardware and software vendors on equal ground.

Second, the current trend towards linking personal computers together in communicating networks and connecting personal computers to the corporate mainframe so that files



Randy Goldfield: Finding rotten Apples.

### Ms Goldfield investigates

THE WAY in which data processing managers were beginning to let control of office technology slip out of their grasp is illustrated by an investigation carried out by Ms Randy Goldfield of The Omni Group.

She was hired as consultant by a major manufacturing company which was about to move to a new corporate headquarters. It was a major operation involving some 20,000 people so senior management were concerned there should be no undue hitches.

The MIS director with responsibility for the corporate electronic files and office automation told her: "All you will need to do is take a quick look to make sure everything is all right. I

have it all under control."

Ms Goldfield duly carried out the investigation and reported back to the MIS director, asking: "What about the 452 Apple microcomputers in the engineering department?"

"What 452 Apples? We do not have any Apples. Apples are incompatible with the company's computing policy," he replied.

But indeed the company did have 452 Apples, all bought out of company funds without the MIS director's knowledge and all crumpling numbers in the engineering shed.

The desk top computer, Ms Goldfield says, is "the biggest threat to the MIS director since computing began."

### DEC joins optical disk market

DIGITAL EQUIPMENT is offering a fully integrated optical disk reader system and has thus joined a growing band of companies with similar products, including Philips, Drexler, Thomson CSF, Olivetti, Integrated Automation and a number of Japanese companies including NEC.

Known as the Reader CD, the unit uses a modified Philips drive and a disk of about five inches diameter which is able to store the equivalent of 200,000 typewritten pages or two complete sets of encyclopaedia.

The system will allow companies to record bulk information currently found only in catalogues, service manuals, engineering drawings and similar places, and distribute it to desk-top terminals. A read-only system, it will be aimed initially at electronic publishing, and is an alternative to print or microfilm.

A CD Reader costs £2,300 with its controller and cables and volume deliveries will begin at the end of this year. More information on 0794 868711.

### Solar power aid

ABOUT 3,000 people in Gabon, Africa, are benefiting from solar-powered electrical equipment installed as part of a U.S. Government programme.

The hardware, providing electricity for lighting and water supplies, is sited in four rural villages. The Lewis Research Center in Cleveland, run by the U.S. National Aeronautics and Space Administration, is managing the project.

A building in each village is provided, under the project, with an electric power system, air-conditioning fan and refrigerator for storing medical supplies. In another part of the scheme, schools are given electricity.

### Laser printer

HEWLETT-PACKARD is selling a £97,000 laser-printing system aimed at connection to IBM mainframes. The 2689A system prints at 45 pages a minute and can handle multiple character fonts. Hewlett-Packard already sells a desk-top laser printer that costs less than £3,000.

### Cryogenic chair

BOC, the gases company, is strengthening ties with the world of research by financing a professorship in cryogenic engineering at Southampton University, England.

Professor Ralph Scurluck, currently director of the university's Institute of Cryogenics, will be in charge of investigations into low-temperature gas separation that could have applications in areas such as food preparation, medical research and microchip production.

### Space link

JAPAN'S international telecommunications company, KDD, has developed a small satellite-communications kit that enables people in moving cars or boats to send information via space relay points.

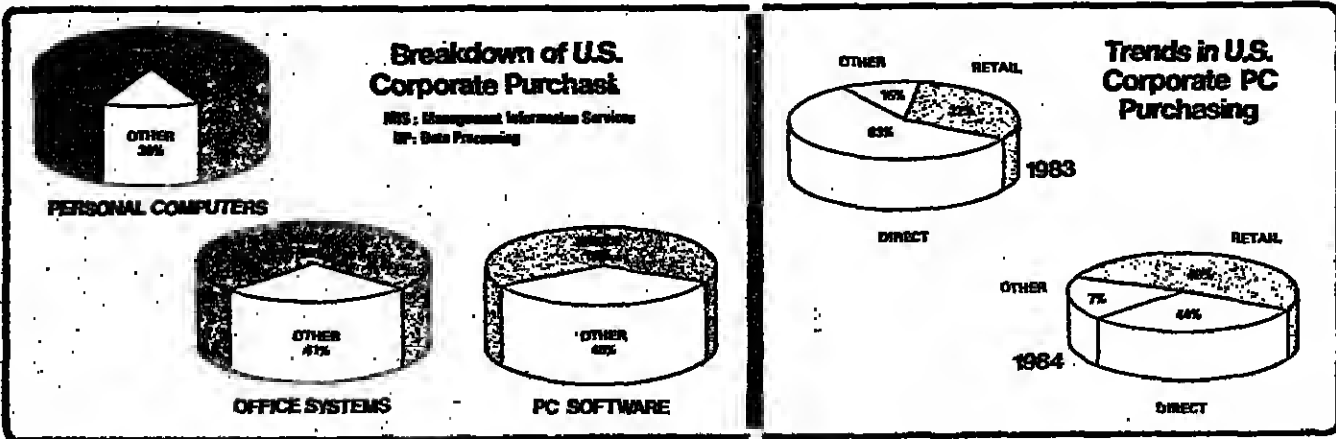
The hardware weighs 45 kg and has a 40 cm aerial. KDD plans to start production of the system around 1990, mainly for use by ships that send and receive satellite messages via spacecraft operated by the International Maritime Satellite Organization (Inmarsat).

The new system should be sold for about Yen 7m, compared with Yen 10m for conventional satellite receiving and transmitting equipment for ships, which weighs 160 kg.

### Micro trainer

ARTIFICIAL Intelligence of Watford is selling a £545 training system for users of microcomputers that uses LISP, a relatively new and powerful computer language.

The company bases the product on a form of LISP sold by Golden Hill Computers of Cambridge, Massachusetts. The American product became available in November, since when 1,000 copies have been sold. Among the customers have been researchers investigating applications of expert systems, or computers with the ability to reason in a way similar to people.



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## UK COMPANY NEWS

## Sainsbury makes £156m profit

A 20.3 PER CENT expansion in pre-tax profit has been achieved by the J. Sainsbury food and homecare group in the year ended March 22 1985. Shareholders benefit by having their dividend lifted from the equivalent 3.75p to 4.5p, with a final of 3.1p, the share to employees has risen by 24.7 per cent.

The company claims that during the year, and based on Department of Trade data, its share of national trade in food and drink shops has moved up from 8.2 per cent to 8.7 per cent.

Its investment programme over the year has been at a record £246m, with the opening of 15 new supermarkets, being an average size of 26,000 sq ft, and nine Homebase with an average selling space of 46,000 sq ft.

The profit before tax came to £156.4m, compared with £130m. Of this, the retail profit was up from £133.7m to £138.8m, providing a record net margin of 5.06 per cent, against 4.97 per cent.

Sales, including VAT, advanced 16.6 per cent, from £2,890m to £3,340m. Trade from Sainsbury's outlets rose by 16 per cent to reach just over £3bn and from Homebase the expansion was 60 per cent to £64m. Supermarket volume growth was similar to

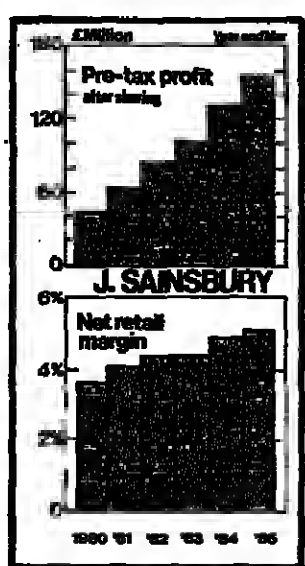
last year at over 9 per cent. Sales by SavaCentre, which is jointly operated with British Home Stores, were 17 per cent higher at £235m. The profit rose by nearly £1m to £9.7m.

Sir John says that during the year Sainsbury's price competitiveness has been improved still further, particularly in relation to major rivals. SavaCentre has likewise strengthened its price competitiveness so that it is now regularly reported by an independent research organisation as having the lowest grocery prices of any retailer in its surveys.

The profit included associates' share ahead from £8m to £9.7m. As well as the SavaCentre holding, the group owns a 21 per cent interest in Shaw's Supermarkets of the U.S., which increased its sales by 14.3 per cent to \$612m and its profits before tax by 11.3 per cent to \$20.2m.

Employees' profit sharing cost £12.1m this time, compared with an adjusted £9.7m. Over 30,000 staff benefit and receive in cash or shares the equivalent of about four weeks pay. Some 13,500 of the staff, representing over a quarter of all shareholders, now own Sainsbury shares.

In 1984, an exceptional payment was provided to reflect the excess retail margin over the ceiling in the profit sharing scheme. Amendments to the scheme were ratified by shareholders in



December. The comparative figures have been restated from £8.1m to £9.7m to show the combined amount, and the retail profit and margin have been adjusted accordingly.

After tax £48m (£41m) the net profit comes out at £108.4m (£99m) for actual earnings of 15.61p (12.89p) per share and fully taxed—35 per cent—of 14.64p (12.26p).

Sir John says the year just

gone is the sixth successive time that profit before tax and profit sharing has increased by over 20 per cent. In ten years profit has grown from £16.4m to over £156m, a compound annual rise of 30.4 per cent—after allowing for inflation this is equivalent to 17.6 per cent real growth per annum.

Over the past five years the full range of proprietary and Sainsbury label food sold in traditional food and household departments has risen by about 25 per cent, while the number of stores large enough to stock that full range has doubled to 110.

This highlights the value of the expansion programme for the competitive position and the advantage the group gains from the age profile of the stores—over 40 per cent of selling space has been opened over the past five years. The same period has seen the number employed increase by 25,000, so that today the total workforce is 62,000.

At the year end there were in operation 283 supermarkets and 18 small stores with a total sales area of 4.3m sq ft. Six SavaCentre with 424,000 sq ft and 23 Homebase with 1,04m sq ft. In the current year projected openings are for 15 supermarkets with sales area of 408,000 sq ft and five Homebase with 229,000 sq ft.

See Lex

## Saatchi more than doubled at £15.5m

Saatchi & Saatchi Company, the UK's largest advertising agency, more than doubled pre-tax profits from £7.45m to £15.5m in the six months to March 31, 1985. This was slightly better than last month's £15m estimate, made at the time of the announcement of a \$99m rights issue and two U.S. acquisitions.

The company says the flow of new clients and the continued strong real growth in each of the markets in which it operates, mean that Saatchi is well on course to reach the £38.5m forecast level of profits for the full year. In 1983-84, the pre-tax figure amounted to £18.31m.

Saatchi is optimistic that 1985 will not only produce record pre-tax profits, but also a record growth rate in both taxable figures and earnings per share.

Half-year earnings per 10p share moved ahead from an adjusted 12.22p to 20.79p. The interim dividend is in respect of 5.33p to 5.29p after allowing for the one-for-three scrip issue.

Turnover jumped from £372.42m to £516.3m in the period. Results show continued strength in Saatchi's advertising operations, with pre-tax profits up by 29 per cent in the UK division and 63 per cent higher internationally, reflecting further margin improvements there.

The figures include a first time contribution from the Hay Group with effect from January 1, 1985. At Hay, consolidated revenues were 18 per cent ahead of the previous year and margins on revenues improved to 13 per cent (11.5 per cent).

For the rights issue of 99.47m 6.3 per cent convertible cumulative redeemable preference shares, exceptance received in respect of 95.7m shares (96.51 per cent). The remaining shares have been sold in the market at an average net price of about 5.15p per share. No payments of less than 22 will be made.

comment

As should be expected from a company which has made such large calls on its shareholders recently, Saatchi and Saatchi has beaten last month's pre-tax profits forecast and is well placed to exceed the forecast for the year by a similar margin.

Moreover, the group is able to refute suggestions that growth is being fuelled by acquisitions alone—the core advertising business has increased turnover by 28 per cent and pre-tax profits by 48 per cent, partly as a result of new accounts won in both the UK and the U.S., and partly by raising margins outside the UK. It is this strength which gives the group the means to branch out into new fields such as sales promotion and management consultancy.

Clearly the bigger the group gets—it is now the world's fifth largest advertising agency—the growth rate gets harder to maintain. But the shares, up 25p to 650p, trading on 15 times forecast earnings, are at their lowest premium for some time to the big U.S. agency stocks.

## RHM over City forecasts with 56% rise to £36.5m

Ranks Hovis McDougall, the food products group and Britain's second biggest bread maker, achieved a 56 per cent increase to £36.5m in first half taxable profits which exceeded the top end of wide ranging City estimates of between £28m and £35m.

The result, compared with last year's £23.3m, was attained against a background of an improving economic climate and generally lower raw material prices, says Sir Peter Reynolds, the chairman.

RHM's shares initially gained 4p yesterday but closed 2p down at 163p, giving a market value of £65m.

The interim dividend is up from 1.6p to 1.84p, which is covered just over four times by stated earnings per share, pre-extraneous items, of 5p against 5.5p.

During the six months to March 2, 1985, RHM undertook further rationalisation of its plant network in the first half of 1985, closing seven bakeries.

These closures mainly made up extraordinary debits of £5m, against £2.7m which left attributable profits at £17m compared with £13.6m.

In addition, a £10m modernisation of the Manchester flour mill was completed, almost doubling its capacity to 400 tonnes/24 hours throughput, as part of RHM's continuing investment programme.

The mill is automated and its production monitored and controlled by programmable logic computers, coupled with closed-

circuit television surveillance of milling processes.

Sir Peter says that on the grocery side this year sees the 75th anniversary of the original launch of Bisto gravy maker, one of RHM's most successful grocery products. This range has now been extended.

In time for the peak selling season the One-Cal range of carbonated soft drinks has also been extended by the addition of new flavours and a new range of fruit crush drinks has been launched.

Success in the U.S. snack food market has led to a £2.5m investment which will see the company, more than doubles the output of snack products at the Great Yarmouth factory. The snacks are exported to the U.S. and sold under a number of customers' brand names. Last month they also went into test-market in the UK.

In February RHM announced a joint venture with Chi-Chi's Inc. of Louisville, Kentucky, to establish a chain of Chi-Chi's Mexican restaurants in the UK and an investment in developing under franchise chain of Wendy hamburger restaurants in the south of England. The first of these is now open at Stevenage.

Sir Peter says that the upturn in sales and profits of the group's American businesses, noted in the 1984 report and accounts, continued in the first half of 1985 and RHM is looking for suitable opportunities to make further investment in the U.S. food industry.

The Far East holding company, Cerebos Pacific, which is quoted on the Singapore Stock Exchange, reported an increase in pre-tax profits for the first half of its financial year, with satisfactory growth in Australia, New Zealand, Thailand and Taiwan. A chain of five Pina Hut restaurants has been acquired in Singapore.

Total group turnover for the interim period amounted to £442.2m compared with £404.2m for the comparable period and £1,233m for the 1983-84 year, which generated pre-tax profits of £51.1m.

See Lex

## Cakebread Robey

Lower pre-tax profits, at £204,918, in 1984 against the previous year's £711,783 are reported by Cakebread Robey, the builder and timber merchant. The final dividend is raised from 12.5p to 2.5p, making a total of 3.1p (3p).

Lower tax charges of £241,200 (£252,099) and no extraordinary items, against a credit of £115,578, left attributable profits at £353,712 (£338,810).

A number of acquisitions were made by the Enfield-based company during the year and turnover rose from £18.67m to £20.4m.

Earnings per 10p share, fell from 7.7p in 1983 to 6.4p last year.

## Lanca profits up by 45% to £260,000

Pre-tax profits for Lanca, the Oldham-based bandage manufacturer and wholesaler, rose by 45 per cent in 1984. The improved results reflects a broad increase in sales with an underlying increase in margins.

Sales to multiple stores have been particularly successful and margins have been helped by tighter import controls. Pre-tax profits rose from £178,000 to £260,000, an increase of 45 per cent from £227,000 to £334,000. Operating profits were £215,000 (£135,000) with a small increase in bank interest received of £1,000 to £1,500.

Earnings per 20p share were up from 11.15p to 15.2p, which when revised to reflect the split of the shares in 2.5p units gives 1.9p (1.39p).

Dividend per 2.5p share is to be 0.375p, compared with last year's 0.3p on the same basis. The directors say that the improved trend has continued into this year, although the strength of the dollar is putting some pressure on margins on imports from Far Eastern sources.

They add that they are satisfied that pre-tax profits for the first half should be in line with the improved level of the first six months of 1984.

## Fine Arts sells Early Learning offshoot to Menzies for £8m

By Lucy Kellway

Fine Art Developments, one of Britain's largest makers of greeting cards, is to sell its educational toys subsidiary Early Learning to John Menzies, the newspaper, for £8.4m in cash. The sale will be the first full year's contribution from Selective Paper Group.

The increase in profits came after an increased interest charge of £3.9m (£2.1m) and after certain redundancy and relocation costs, the benefits of which are now in evidence according to the company.

There was a prior year credit of £0.4m which relates to a previous overpayment of VAT. After tax of £2.7m (£0.9m) profits increased 88 per cent to £4.5m while earnings per share at £0.5p were up by 91 per cent.

The company plans to pay a final dividend of 2.1p (1.9p) to make a total for the year of 3.2p (3p).

comment

Judging by the relative movement in their share prices, the City seems to think that John Menzies has done better out of the Early Learning deal than

a profitable and well-identified area.

Fine Art's profits before tax for the year to March 1985 rose by 114 per cent to £7.2m (£3.4m) on turnover up by 87 per cent to £23.8m. The figures include the first full year's contribution from Selective Paper Group.

The increase in profits came after an increased interest charge of £3.9m (£2.1m) and after certain redundancy and relocation costs, the benefits of which are now in evidence according to the company.

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comment

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## Granville launches third BES fund

Granville and Co, the City-based licensed dealer, yesterday launched its third business expansion scheme fund.

The fund is asking for a maximum of £2m, which will be invested in unquoted companies in chunks of between £50,000 and £400,000. Investments will be managed by the company's subsidiary, Granville Business Expansion Finance, which already handles BES equity worth £3m.

Investors in BES funds can claim tax relief on the cost of their shares, provided they do not sell within five years. The third Granville BES fund will close when it is fully subscribed or on July 15, whichever is the earlier.

## DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corresponding div.	Total of year	Total last year
A. & C. Black	12.5	July 19	10	12.5	9
British-Bornes	0.5	—	0.85	1.65	1.5
Caparo Inds	0.9	—	0.24	—	0.68
City Site Estates	0.41	—	1.67	—	5.17*
Cranshaw	1.67	July 12	2.38	4.05	4.2
E. & F. Film	2.21	July 14	1.9	4.1	3
Fine Art	2.1	July 23	1.4	3.5	2
Gartmore American	1.4	—	9	13.2	12
Gerrard & National	10.2	July 12	93	103	46
Greenall Whitely	0.38	July 23	0.37	0.75	0.5
Lanca	0.38	—	4	5	5
McInerney Props	4	—	1.3	2.4	2.4
Monks Investment	1.3	—	1.8	—	4.38
Ranks Hovis	1.54	—	2.38†	3.92†	3.92†
Saatchi & Saatchi	2.99	—	2.55†	4.5	3.75*
J. Sainsbury	3.1	July 19	17	—	0.5
Spencer Clark	0.5	—	8.25	14.6	12.25
United Friendly	10†	Oct 7	15	13.5	—
Warford	—	—	—	—	—

Dividends shown per share net except where otherwise stated.

\* Equivalent after allowing for scrip issue. † On capital increased by rights and/or acquisition issues. ‡ USM stock.

§ Unquoted shares. ¶ Excludes adjusted 0.9p in exceptional income. † Adjusted for share split.

## King &amp; Shaxson PLC

EXTRACTS FROM THE STATEMENT OF THE CHAIRMAN, Mr. W. E. C. DABBANS

to be presented at the Annual General Meeting of the Company on 13th June 1985

I have pleasure in submitting my first Annual Report since my appointment as Chairman of the Board of Directors on the 30th November 1984. I succeeded Mr. Hühler who has been a Director since the Company went public and Chairman since 1965.

Your Directors report a profit for the year of £788,000 after provision for rebate, tax and transfer to inner reserves. A final dividend of 5.75 pence per Ordinary share is proposed making a total of 8.25 pence for the year ended 30th April 1985.

The year has seen extreme volatility in the level of sterling against other currencies and hence in the level of domestic interest rates. Within ten weeks of the start of the Company's year base rates had risen from 8½% to 12% before relapsing again to 9½% in November. There followed a period of open neglect of the currency until in early January base rates rose 1% to 10½%. Typically, this action proved to be "too little too late" to satisfy foreign exchange markets and by the end of the month a crisis level of 14% had been reached. It was generally felt that such a level would not hold for long and period rates immediately began to discount a rapid fall. The date that fall has amounted to a grudging 1½% and hopes of a further cut in the near future have evaporated. Throughout this latter period money costs have remained obstinately high, further eroding such capital profits as were to be made.

To turn to the year in prospect, much the same anxieties persist as were evident twelve months ago. The monthly money supply figures announced on the 7th May were the worst for five years and showed an annualised growth in M3 and PSL2 of 19% over the past three months. Even the present high rate of borrowing has had an impact on the alarming expansion of bank lending. There are few signs that the U.S. budget deficit will be brought under control and the price of oil and the level of sterling cannot be predicted with confidence. The only certainty is that we start the current year with interest rates at a substantially higher level than a year ago. In the meantime your Company has weathered the storm well and is in good shape to profit from opportunities as they arise.

Much prominence has been given in the press and elsewhere to the proposed changes in the Stock Exchange and in particular to the gilt edged market. The Board consider that primary dealership is an inappropriate venture for your Company at the present time.

Copies of the 1985 Annual Report and Accounts may be obtained from The Secretary, King & Shaxson PLC, 52 Cornhill, London EC3V 3PD.

## Caparo raising £10m via rights

Caparo Industries, the engineering, metals and electronics group, expects 1985 to be a year of consolidation following the 43 per cent jump in pre-tax profits to £2.76m in the year ended December 1984.

The company yesterday also announced plans for a £10.25m rights issue to strengthen its balance sheet. This is partly to compensate for a write-off of £7.2m following the discovery of the alleged overstatement of profits and stock values by Fidelity, the consumer electronics company it took over last October.

The full financing costs of the £14.1m takeover of Fidelity, and of the creation of United Merchant Bank, a joint venture project with British Steel Corporation, to which Caparo is subscribing £18m cash. These two companies will make only a small contribution to trading profit this year.

"Beyond 1985 we are confident the group will show improved benefits to shareholders particularly from the major investments made in these two new projects," Mr. Sverre Paul, the chairman, says in his annual report.

Caparo's pre-tax profit rose 43 per cent from £1.93m in 1983 to £2.76m in 1984 on sales which rose 32 per cent from £23m to £30.2m.

Trading profits rose 70 per cent from £1.26m to £2.17m.

Earnings per share increased 26 per cent from 3.56p to 4.87p while the dividend is to be increased from 1.5p to 1.65p.

Caparo expects Fidelity to make the group's normal target of at least a 20 per cent return on the acquisition cost following the replacement of four of the five previous executive directors.

Caparo is considering establishing a factory in India to make consumer electronics products. In the UK it plans to expand further in the area of telecommunications equipment.

United Merchant Bank, Caparo's steel mill venture with BSC, plans to start production in early 1986. It will make a small contribution to Caparo's profits in that year.

The proposed rights will involve the issue of 10.25m new 8 per cent convertible cumulative redeemable preference shares of £1 each priced at par.

Two new preference shares will be issued for every nine 8.75 per cent convertible preference shares held. Caparo Group, Mr. Paul's private holding company with a 75 per cent stake in Caparo Industries, will take its full entitlement of 6.86m shares and will underwrite the rest of the issue. Brokers are Capel-Cure Myers.

The new shares will be convertible from June 1986 to 1992 at a rate of 20 ordinary shares for every £7 nominal of

preference stock. They carry a gross dividend yield of 11.4 per cent at the issue price.

comment

The market showed a remarkable degree of sang froid in marking Caparo Industries down by a penny yesterday, to 50p. Granted that its trading results for 1984 were satisfactory enough—with earnings per share up by a quarter—the real news for shareholders was Caparo's dissatisfaction with the pre-acquisition accounting of its Fidelity subsidiary.

Writing off the equity of £7.2m to compensate for the alleged discrepancies has left Caparo with an unexpectedly geared balance sheet—hence the rights issue. At least Caparo now feels that it has sufficiently swapped the decks of Fidelity, and can exploit the company's remaining goodwill with retailers. And if other parts of Caparo continue on their recent trend, there may be some incentive to convert the new preference stock before too long; an 8 per cent coupon should be enough to bring in some of the necessary capital from sources other than the parent (and underwriter).

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## FRENCH KIER - 1984 RESULTS

## CONTINUED PROGRESS ON MANY FRONTS

Highlights from the statement by the Chairman, Mr. J.C.S. Mott, F.Eng., F.I.C.E., F.I.Struct.E.

- \* Ninth successive year of advance in trading profits
- \* Record turnover
- \* Increased turnover from 'Construction in Europe'
- \* Substantial increase in profit contribution from 'Construction overseas'
- \* Increased cash resources
- \* Acceptable result anticipated for 1985

YEARS RESULTS to 31st December

	1984	1983	Increase
Group turnover	322.0	288.0	+15%
Group taxable profit	16.4	14.3	+15%
Shareholders' funds	76.8	65.8	+17%
Earnings per share	18.7p	17.3p	+8%
Dividend recommended per share	6.15p	5.60p	+10%

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## David Lascelles looks at Henry Ansbacher's emergency £35m rights issue The centrepiece of a capital reconstruction

BUT FOR THE timely success of Pargesa/GBL, there would be very little left of Henry Ansbacher today. The £21.4m loss announced by the small merchant banking group yesterday all but wiped out its £34m capital and left its main shareholder with little choice but to underwriting an emergency £35m rights issue.

That Ansbacher has been in a mess has been known for some time. But the results are much worse than expected, and they plainly reflect the determination of the Belgian-Swiss Pargesa/GBL combine to clean the group out once and for all and launch it afresh. Even so, there was a feeling in the City yesterday that Mr Albert Pargès might have to wait a while before he sees a worthwhile return on his unwittingly large investment.

Ansbacher first flagged trouble last January when it decided to pull out of its ill-starred acquisition of Laidlaw, Adams and



Mr Richard Fenhalls, the chairman

P & L ACCOUNT 1984-85	
Loss before tax*	£200
Tax	1,400
Net loss	12,950
Minorities	14,550
Extraordinaries	250†
Attributable loss	16,000†
Dividend	30,000
Retained loss	560
* Including the disclosed loss of the merchant bank. † Debt.	31,360

doubtful debts (£2.5m) and soaring costs.

In the U.S., the bank's highly successful mergers and acquisition team run by Mr Christopher Shaw (which made the U.S. top 10 in terms of number of deals initiated) was losing money because costs ran out of control. Along with losses on its project finance business there Ansbacher's U.S. activities lost a total of £3.9m last year.

The shipbroking division also sustained its first loss in 15 years: £1.3m, again mainly because of bad debts. And Laidlaw, the metal broking subsidiary, lost a further £0.5m. Bad controls within the group led to its drop-

ping a further £850,000 on an ill-judged foreign exchange contract. The only parts of the group that did make money were insurance broking (a pre-tax profit of £2.3m) and trust management (£0.4m), scarcely enough to make a difference or affect the impression that Ansbacher needed a shake-up.

The new management decided to undertake a drastic restructuring and make the maximum provision against loss. This involved writing off substantial amounts of goodwill that had been carried in the balance sheet. Laidlaw and the project finance business have been sold, the U.S. M & A business has been pared back, and the group's staff reduced by 25 to 160.

The £35m rights issue is the centrepiece of the capital restructuring which now begins. But Pargesa will also capitalise

## Spencer Clark recovery continues

FOLLOWING its return to profits in 1983-84, the improvement in the results of Spencer Clark Metal Industries has continued. In the half-year to the end of March 1985, the Sheffield-based company reports that taxable profits were at a "significantly more acceptable level," having risen from £43,000 to £265,000.

The results were achieved on the back of an increase in turnover of 44 per cent, up from £4.37m in the first half of last year to £6.28m.

Following last year's return to the dividend list with a final 0.5p, it has been decided to pay an interim this year of 0.5p. The directors say that the present order position appears well for the full-year results.

All the group's activities were profitable. The fast-growing George Clark company accounts for a quarter of group business and Hobson Houghton and Company, which was bought from Veepers Group in November last year, has already been turned round and is now making a rewarding contribution.

Although the directors say that financial stringency is still essential they have recommended a modest return to the interim dividend list.

Operating profit was almost 150 per cent higher at £403,000, compared with last year's first-half figure of £162,000. Interest payable rose from £115,000 to £158,000. Tax was £4,000 (nil).

## Forgemasters future brighter as JFB cuts losses to £1.2m

WITH A further improvement in the performance of Sheffield Forgemasters, the loss-making joint venture formed between Johnson and Firth Brown and the British Steel Corporation in 1982, the private partner in the enterprise has once again cut its losses at the interim stage.

The outcome for the period to March 31 1985 shows a reduction of £1.35m to pre-tax losses of £1.21m for Sheffield-based JFB, with the Forgemasters deficit down from £3.45m to £2.65m.

Mr J. M. Clay, the group chairman, says that the results confirm the recovery trend predicted in last year's report. He adds that orders at Forgemasters are now running at a substantially higher level, but says that there will be a delay before this can be translated into further reduced losses.

Stripping out the joint venture losses, JFB—a specialist engineer—improved interim profits from £0.91m to £1.43m. The improvement reflects the more favourable business climate, says Mr Clay, which in particular affected the aerospace companies.

Turnover from continuing operations was up from £48.88m to £57.94m.

Gross profit came out at £10.72m, against £9.76m, from which other operating expenses took £7.96m (£7.09m) and interest charges accounted for £1.15m (£1.62m). After tax at £202,000 (£235,000) losses per

share are shown at 1.8p. The directors are still unable to recommend any resumption of the dividend on the ordinary shares—last paid in 1981—or payment of the preference arrears.

© COMMENT

No increase in profits from Johnson and Firth Brown could have been large enough to make the market view the shares with enthusiasm. There is only one question that shareholders want answered: when is the company going to get rid of the terrible burden of Sheffield Forgemasters, which regularly transforms otherwise encouraging profits into losses? It was rumoured that such a flotation was imminent, and optimists may have been disheartened that there was no hint of a disposal in the statement. Forgemasters dominates JFB's balance sheet, and getting rid of it is not going to be easy, but if the company does manage to reach an agreement soon (something may be sorted out by the end of the year) the shares, down 2n to 12½n, have a lot going for them. JFB has been making steady progress, and on its own could be an attractive takeover target. If no agreement is reached, the very best that can be hoped for is that a continuous improvement in the second half might just offset JFB's share of Forgemasters's losses.

### BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Official indications are not available as to whether the dividends are interim or final and the sub-divisions shown below are based mainly on last year's financials.

**TODAY**  
Interim: Avon Rubber, Beca, Guinness, P&O, M&M Computing, Management Agency and Music, National Glass, Nolex, Investment Trust, John Williams of Cardiff, Fieles, Allied Irish Banks, Buckley Brewery, Chamberlain and Hill, Channel

Tunnel Investments, Clarke Nicholls and Coombs, Jersey General Investment Trust, Kinsley and Forester, Parkland, Tactile, Rolfe and Nolex, Computer Services, Whitbread, York Mount.

**FUTURE DATES**  
Interim: Associated Fisheries May 29  
Hawthorn May 30  
Fisher: British and Commonwealth Shipping May 28  
Ferguson Industrial May 28  
Hobson May 28  
Hobson May 28  
Leeds Group May 24  
Remble Rubber May 23

## P-E International plans public flotation next year

BY STEFAN WAGSTYL

P-E International, one of the UK's oldest management consultancies, is planning a public flotation next year.

The company, founded in 1934, has appointed stockbroker Hargreaves & Gowers to advise on whether it should seek a listing or join the Unlisted Securities Market. Its market capitalisation is likely to be about £10m.

Established originally as an engineering consultancy, P-E now offers a wide range of consulting services, divided equally between computer-related, service and general consultancy in management, manufacturing and information systems.

The bulk of its clients are still drawn from manufacturing industry, including engineering, chemicals, food and oil. About a quarter of the company's work comes from overseas.

Mr Hugh Lang, the chairman and chief executive who has been with P-E for 23 years, said: "We started off with engineers, now we have got accountants and people in marketing and everything else and we can put

together a team to solve virtually any problem you can think of."

P-E celebrated its golden jubilee last year with increased pre-tax profits of £661,000, up from £455,000 in 1983, generated from fees of £12.5m (£10.1m).

Another strong profit increase is expected for 1985.

The company was founded by Mr Maurice Lubbock, an engineer whose family later sold the business to a trust set up on behalf of the employees.

P-E's pension fund is now the largest shareholder with about 30 per cent of the equity and the rest is held mainly by the staff, who number about 300.

Mr Lang said that the main reason for the flotation was to create a proper market in the company's shares, and to ensure that the shares were realisticly valued.

Shareholders would be invited to contribute shares for sale in the flotation. There were no plans to raise fresh capital for P-E by the sale of additional new equity.

## British-Borneo improves

British-Borneo Petroleum Syndicate has announced improved pre-tax profits of £1.79m for the year to end-March 1985, against £1.43m previously. At the interim stage, profits of £902,228 (£855,478) had been achieved.

The directors are recommending an increased 12.5p (10p) final dividend, making a total of 17.5p (15p). Net earnings are shown

at 25.7p (21.6p) per 10p share. Profit from dealing activities amounted to £665,000 (£703,000), with short-term interest received and other income adding £115,000 (£130,000).

Investment income totalled £1.23m (£1.05m), and income from U.S. oil and gas producing properties £100,000 (£125,000). There was a £94,000 (£25,000) profit on currency conversions.

## Global Natural Resources Ltd

A Scheme of Arrangement dated 17th May 1983 providing, among other things, for the exchange of bearer shares of Global Natural Resources Limited, formerly Global Natural Resources PLC, a company organised under the laws of England (Global-UK), for registered shares of Global Natural Resources Inc., a company organised under the laws of the State of New Jersey, USA (Global-US), became effective in July 1983. Pursuant to the Scheme of Arrangement, the issued and outstanding shares of Global-UK have been cancelled. They entitle the holders only to obtain registered shares of Global-US in exchange for their bearer shares of Global-UK and have otherwise ceased to have effect.

Holders of shares of Global-UK will not be entitled to receive dividends or notice of meetings or be able to vote or otherwise participate in the affairs of Global-US unless and until their bearer shares of Global-UK and the Form of Application to receive registered shares of Global-US, legibly completed, are received by the Exchange Agent named below and the shares of Global-US are registered in the name of such holders. Accordingly holders of bearer shares of Global-UK are strongly urged to write to one of the addresses given below to obtain Forms of Application.

Forms of Application may be obtained from the following:

Exchange Agent:  
Registrar and Transfer Company  
Attn: Exchange Department, 10 Commerce Drive  
Cranford, New Jersey 07016, USA  
or from:

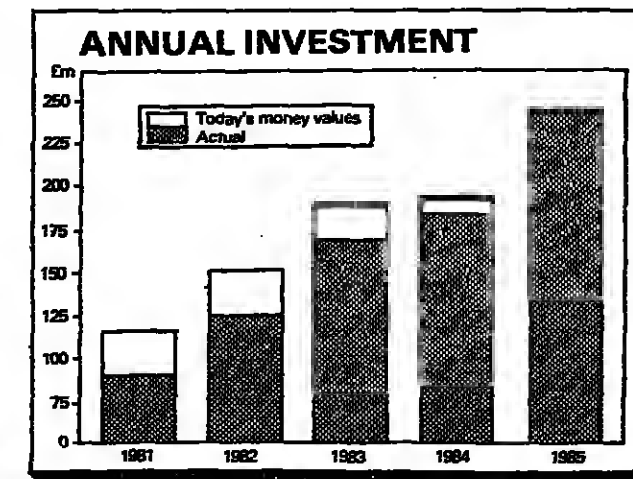
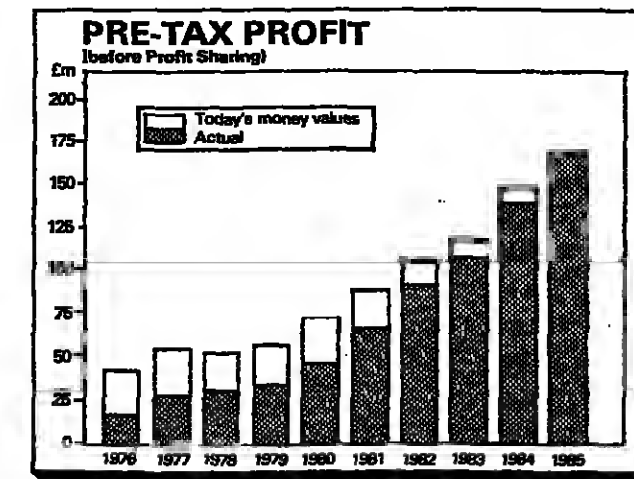
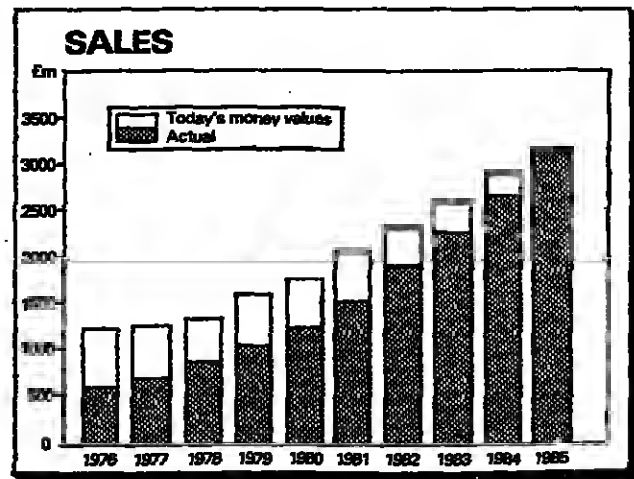
Global Natural Resources Inc.  
5300 Memorial Drive, Suite 900  
Houston, Texas 77007, USA  
or from:

Hambros Bank Ltd  
Attn: Stock Counter, 41 Bishopsgate  
London, England EC2P 2AA

### Other points from the Chairman's Statement:

\* Sales in Sainsbury outlets increased by 16% to reach £3,071 million and in Homebase by 60% to £64 million. Supermarket volume growth was similar to last year's, at over 9%. Sainsbury's price competitiveness has been improved still further, particularly in relation to major competitors.

\* The Group's investment programme increased last year to the record figure of £246 million. The 15 new supermarkets opened had an average size of over 26,000 sq. ft., the highest ever. Homebase now has 23 stores, having opened a further 9 during the year with an average selling space of 46,000 sq. ft. per store.



Good food costs less at Sainsbury's....every year.

# SAINSBURY'S

"For the 6th successive year, profit before tax and profit sharing has increased by over 20%. In ten years profit has grown from £15.4 million to over £168 million, a compound annual increase of 30.4% which after allowing for inflation is equivalent to 17.6% real growth per annum."

Sir John Sainsbury

RESULTS £ million	1985 52 weeks to 23rd March	1984 52 weeks to 24th March	% increase
Sales	3,135.3	2,688.5	16.6
Retail Profit	158.8	133.7	18.7
Net Margin	5.06%	4.97%	
Associates	9.7	6.0	60.1
Profit before Tax and Profit Sharing	168.5	139.7	20.5
Profit Sharing	12.1	9.7*	24.1
Tax	48.0	41.0	16.9
Earnings per Share (35% tax)	14.64p	12.26p	19.4
Dividend per Share - net for year	4.50p	3.75p	20.0

\* Restated on a comparable basis.

\* SavaCentre opened its sixth hypermarket, in Edinburgh, where sales far exceeded forecast. In total, SavaCentre's sales increased by 17% to £235 million, whilst profits advanced by nearly a million pounds to £97 million.

\* The performance of the Group's American associate, Shaw's, was also satisfactory with sales advancing by 14% to \$812 million and profit before tax up by 11% to \$20.2 million.

\* Over 30,000 staff will benefit from profit sharing and receive in cash or shares the equivalent of about 4 weeks' pay. With the continued success of the employee share schemes, 13,500 staff, representing over a quarter of all our shareholders, now own Company shares.



# Taylor Woodrow teamwork achieves record turnover and profit

Mr. Dick Puttick, Chairman and Chief Executive, reports:

It is pleasing to be able to report that your company has achieved its twenty-fourth consecutive year of growth, with record levels of turnover and profit.

Set against the continuing background of intense competition and slender profit margins presently available in the construction industry, the attainment of these not unsatisfactory results is a reflection of the fine performance of the Taylor Woodrow team and the great breadth of the group's operations.

This year sees the fiftieth anniversary of the public flotation of Taylor Woodrow and this event provides me with a timely opportunity to renew the board's thanks to our shareholders for their loyal support over the years; the continued maintenance of the free enterprise system, to which we strongly subscribe for its contribution to improving the quality of life worldwide, is greatly dependent upon such support.

Whilst there continues to be a scarcity of major civil engineering projects in the home market, this has been compensated by an encouraging increase in the volume of building work secured.

1984 also saw further advances for our

£25.4 million. The 1983 profit available was £29.5 million which included an extraordinary item of £8.6 million deferred taxation adjustments arising from changes in corporation tax rates.

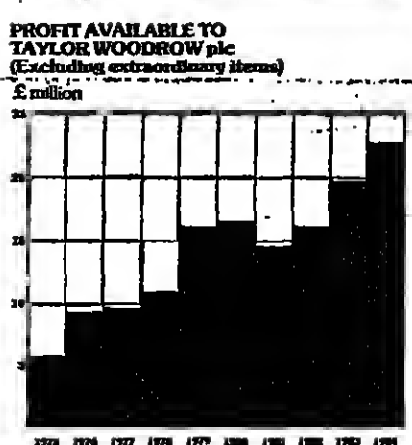
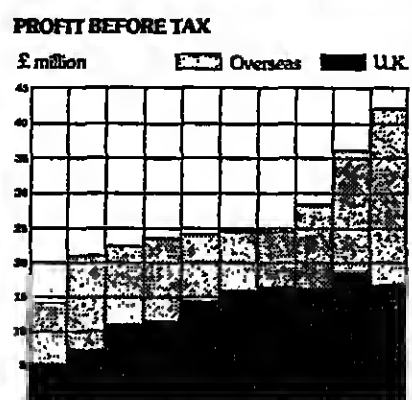
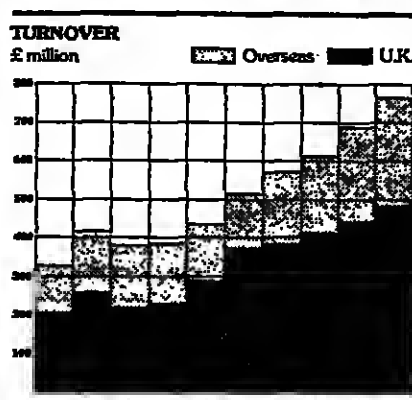
The board is recommending a final dividend of 11.0p per share which, together with the interim of 4.0p per share already paid, makes a total payment of 15.0p per share for the year compared with 12.25p in 1983 (after adjustment for the capitalisation issue in 1984).

The Group had a positive cash flow in 1984 of £7 million, and liquid funds at 31st December 1984 were £32.9 million.

Properties were valued as at 31st December 1984 yielding a net surplus of £9 million which was credited to revaluation reserves. Shareholders' funds, including retained profits and the revaluation surplus, now amount to £335.6 million, which equals 568p per share.

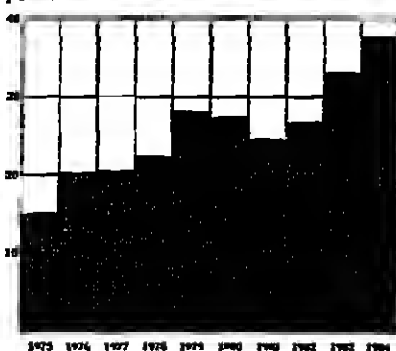
Once again I would emphasise that as some of the group's operations are long-term by nature the results should be judged over a period of years.

**GENERALLY**  
Looking to the future, I feel that there are some grounds for greater optimism



NET EARNINGS PER SHARE

(Excluding extraordinary items)



property portfolio, whilst elsewhere, housing and energy-related activities have also had a good year.

## ACCOUNTS

The turnover of the group for 1984, including our share of related companies, was £777 million, an increase of 11.7% over the 1983 figure of £696 million. Profits on ordinary activities before taxation were £42.5 million compared with £35.9 million for the previous year, and increase of 18.3%. Housing activities, particularly in North America, again showed a noteworthy increase whilst in the property sector gross rents moved up from £25.0 million to £32.2 million.

After deducting tax and minority interests, the balance remaining was £22.5 million compared with £19.5 million in 1983. After adding extraordinary items of £2.9 million the profit available for the year was

shown by your company is indicative of the careful and loyal attention which our team members devote to the running of the business.

Particular appreciation is also due to all those who provide the resources to sustain our team; to our clients for the valued business which they continue to entrust to us, to the teams of professional people and the numerous suppliers and subcontractors who so ably assist in the carrying out of our work.



Experience, expertise and teamwork—worldwide



## UK COMPANY NEWS

### B & A Film over £0.5m and progress continues

A higher taxable profit of £611,561, against £434,051, was achieved in 1984 by British & American Film Holdings and the chairman, Sir John Woolf, says that steady progress is continuing in the current year.

The final dividend is up from 2.825p to 3.213p, which lifts the total payment to 4.728p, against 4.2p.

The taxable result was made up of the holding company £305,054 (£300,721) and subsidiaries' contributions of £306,507 (£133,330). Sir John says the market value of B & A's listed investments at the year-end increased to £2.77m (£4.1m) and the directors' valuation of unlisted investments was £107,504 (£58,784).

Part of the increase in the value of listed investments resulted from the Stock Exchange listing during the year of First Leisure Corporation; the holding has been transferred to B & A's listed portfolio.

The chairman says that the subsidiaries' contribution was mostly the result of overseas earnings of "golden oldies". These past films stand in the balance sheet at a nil valuation and have not been included in B & A's year-end net asset value, excluding film rights, of 287.2p (228.3p) per £1 stock unit/share.

Tax for the year amounted to £136,951 (£139,806) and there were extraordinary credits of £87,725 (£86,782).

### Property trading boosts City Site

PROFITS OF the Glasgow-based property investor, City Site Estates, quadrupled in the half-year to the end of March 1985. Rental income rose by almost 10 per cent, but the bulk of the improvement came from the sale of several properties, which realised substantially more than their cost price.

Interim payment is being increased by some 20 per cent from 0.34p to 0.41p. The company intends paying the same amount for the final.

Pre-tax profit was £504,000 (£120,000), with rental income rising from £198,000 to £218,000. Tax was higher at £198,000 (£36,000) earnings per share were 7.09p (1.63p), a rise of 372 per cent.

The company is continuing to search for suitable acquisitions and expects to be able to announce its first purchase in England in the near future. The board is looking forward with confidence to announcing the full-year's results.

Mr. Louis Goodman, managing director, said yesterday that most of the profit had been made on properties which the company had bought about 18 months ago specifically for trading. He hoped to be able to maintain profits in the future.

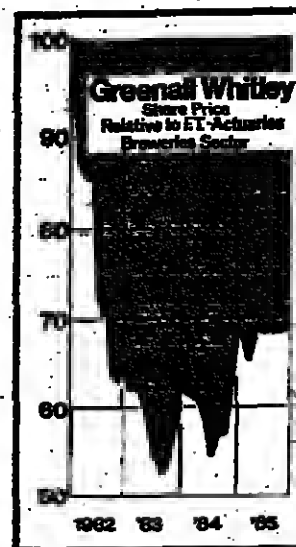
The shares, traded on the USM gained 11p to close at 51p.

**Woodchester Investments 80% ahead**  
Woodchester Investments, which leases and rents office equipment, achieved pre-tax profits of £150,000 for the year to end-March 1985, compared with £501,000, an 80 per cent increase.

Gross revenue for this Dublin-based company, which acquired a full listing in December 1984, was ahead by £1.74m at £3.63m. The directors have increased the net dividend for the year to 6.5p (5p) and they are proposing a one-for-one scrip issue. Stated earnings per ordinary share are shown higher at 28.12p (16.7p) basic, and fully diluted at 21.97p (12.21p) per ordinary and "A" ordinary share.

The results include the proportion of profits from the subsidiaries, First Crown Finance and Wheels Cork attributable to the period since their acquisition.

## Interest costs hold back Greenall Whitley growth



leave the available profit for the ordinary at £7.56m (£3.94m).

### comment

The 9p fall to 179p in Greenall's share price seems a harsh reaction to interim profits which were just a shade below most City expectations, especially as the group remains on course for around £31m pre-tax for the year before property disposals. The brewing activities have understandably had a lean time in the winter months with the decline in volume quite marked in the second quarter. But that was to be expected, it was the delay in refurbishing The Lord Cromwell hotel in the U.S. which slowed up the profits of Treadway and caught the analysts' forecasts slightly off centre. For if the U.S. hotel profits proved slightly disappointing Greenall speaks glowingly of its De Vere purchase last year which doubled its domestic hotel interests. The business is obviously seasonal but the acquisition should more than cover its funding costs this year even though the purchase was covered by a large chunk of variable rate debt. Capital gains are still around 30 per cent with about one-third of borrowings at a fixed price. After yesterday's dip in the price the prospective e/p drops to under 10p which looks solid value in the sector.

Earnings for the first half are 6.35p (5.54p) per share on the Limited Voting capital and 1.27p (1.11p) on the A ordinary shares. The interim dividend on the Limited Voting is 2.0725p net against 1983p, while the A are entitled to one-fifth of that.

Turnover for the half year rose from £128.94m to £168.37m. Surplus on disposal of properties came to £284,000 (£332,000). Tax takes £3.7m (£4m) and the pre-tax once dividend £194,000 again, to

### United Friendly slips

PROFITS before tax at USM-quoted United Friendly Insurance in the 1984 year slipped from £7.4m to £6.5m, but the directors are to recommend a final dividend 1.78p higher 10p. This will make a total of 14.6p per share for the year, against 12.25p.

They report that during the latter part of the year non-life claims payments continued at a higher level than expected, especially on larger claims outstanding from previous years, and have reviewed these provisions accordingly.

This has reduced the underwriting profit for the year under review, which, they say, would otherwise have been at a similar level to last time.

They are confident that the provisions are now sufficient, and say that underwriting results continue to be satisfactory. They expect a favourable profit for the current year.

Tax was slightly down at £4.4m against £4.5m, after which earnings per share are stated to be 28.2p (31.1p).

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FROM 22 MAY 1985

Cheltenham Gold Account	Interest Paid	Net%	Compounded Annual Rate%†	Gross Equivalent CAR%*
<b>NEW HIGHER RATE</b>				
£20,000 or more	Annually	10.75	10.75	15.36
£500 - £19,999	Annually	10.25	10.25	14.64
£1 - £499	Annually	8.25	8.25	11.79
<b>Cheltenham Gold Monthly Interest Account</b>				
<b>NEW HIGHER RATE</b>				
£20,000 or more	Monthly	10.25	10.75	15.36
£5,000 - £19,999	Monthly	9.8	10.25	14.64

\*Gross equivalent to basic rate tax payers. †When interest added to account.

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### Over-the-Counter Market

High Low	Company	Price	Change	Gross Yield	Fully Paid
145 123	Ass. Brit. Ind. Ord.	145	—	6.6	4.3
181 135	Ass. Brit. Ind. CULS...	150	—	10.0	6.6
77 51	Airsping Group	54	—	12.4	11.8
42 26	Armstrong and Rhodes...	34	—	2.9	6.3
149 108	Bardon Hill	149	—	3.4	2.3
58 42	Bry Technologies	58	+1	3.9	6.7
201 163	CCO Ordinary	163	—	12.0	7.4
152 110	CCO 11pc Conv. Pref.	110	—	18.7	13.8
130 10	Corboudum Ord.	118	—	4.9	4.3
88 64	Corboudum 7.5pc Pl.	88	—	10.7	12.2
73 46	Deborah Services	48	—	6.6	13.5
323 182	Frank Hottel	323	+3	9.6	3.7
288 170	Frank Hottel Pr.Ord	289	—	8.7	10.4
32 26	Frederick Parker	29	—	—	—
58 33	George Blair	57	—	—	3.8
50 30	Ind. Precision Castings	50	—	2.7	13.5
218 162	Iels Group	182	—	15.0	8.2
124 101	Jackson Group	106	—	4.9	4.7
285 213	James Burrough	238	—	13.7	5.8
53 41	James Burrough	53	—	7.5	7.4
87 71	John Howard and Co.	87	+1	5.0	5.7
225 100	Lingaphone Ord.	223	—	—	6.2
100 83	Lingaphone 10.5pc Pl.	98	—	15.0	15.3
650 300	Minibooks Holding NV	638	—	8.9	1.1
120 31	Robert Jenkins	59	+1	5.0	6.6
80 28	Scruttons 'A'	34	—	15.7	18.8
82 61	Torday and Carling	76	—	—	—
444 330	Trevian Holdings	330	—	4.3	1.3
30 17	Unilock Holdings	30	—	1.3	4.3
102 81	Walter Alexander	102	—	7.4	10.3
247 215	W. S. Yeates	227	+1	17.4	7.7

Prices and details of services now available on Prestel, page 48146

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## Kemira Oy

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through its fully owned subsidiary Kemira B.V.

has acquired

the Rozenburg fertilizer plant  
from Esso Chemie B.V.

The undersigned acted as advisor for Kemira Oy in this transaction.

BANK MEES & HOPE NV

January, 1985



## UK COMPANY NEWS

## Howard advances 79% at six months

The Howard Group, the holding company of two Lloyd's re-insurance brokers, which came to the USM last month, yesterday reported first-half pre-tax profits up 79 per cent and an expansion into the U.S. property insurance market.

Howard made pre-tax profits of £1.32m in the six months to March 31, against £736,000 when 1984 figures are adjusted for changes in the group's structure. Net broking income rose 37 per cent to £1.34m (£1.34m), while other operating income produced £69,000 (£69,000).

Expenses totalled £1.15m (£1.14m). There is a £269,000 tax charge (£272,000). Earnings per share are 5.7p (2.7p). An interim dividend of 4.5p per share was paid prior to the placing.

Mr Ron Peet, Howard's chairman, pointed out that the first half was traditionally less profitable than the second. "The board fully expects the profit trend to continue to the second half and be not less than the forecast pre-tax profits of £2.5m."

As envisaged in the placing prospectus, Howard has recruited two U.S. property insurance experts. The group's subsidiary, Anthony Poppo, already specialises in reinsurance and direct insurance cover for U.S. risks, principally in general casualty.

Howard shares, placed at a price of 129p, closed last night unchanged at 186p.

## Curzon boosts Aspinall profit to £6.9m midway

Aspinall Holdings, the USM quoted casino operator, lifted pre-tax profits by 86 per cent from £3.71m to £6.9m for the half year to March 31 1985, helped by a £0.7m favourable turnaround in investment contribution. Earnings per 10p share more than doubled from 3.6p to 7.8p.

For the six months period, the Drop—which is the value of gaming chips purchased and the best casino business volume indicator—rose to £67.2m, a volume gain of 160 per cent over the £25.5m achieved by Aspinall's Cdn at the Knightsbridge premises during the comparable period of the previous year.

In addition, the luck factor showed an improvement to 22 per cent compared to 21.4 per cent for the comparable period last year and 19.5 per cent for the full year ended September 30 1984.

The combination of these two factors resulted in a 166 per cent increase in the gross gaming win achieved (included in turnover) from £3.5m to £14.8m. Turnover rose to £11.8m (£11.8m) from £5.5m (£5.5m).

The first half saw the completion of the first full year of operations of the Aspinall Curzon at the extensively restored premises in Mayfair. The results have exceeded expectations. The Drop at the Aspinall Curzon amounted to £137.3m and the gross gaming win, at 20.4 per cent, to £28.1m.

Operating profits increased by 56 per cent from £3.65m to £5.7m. Interest receivable and similar income was up from £0.61m to £1.12m, while interest payable was also higher, at £0.49m (£0.42m).

Trading profits climbed by 65 per cent from £3.83m to £6.35m, before investment profits of £0.55m (£0.12m losses). Tax charge was £2.85m (£1.85m) leaving a net balance well ahead from £1.86m to £4.05m.

In line with the policy envisaged at the time of the company's flotation in November 1983 there is no interim dividend. But as in 1983-84 (3p net) the directors intend to recommend a single annual payment for the current year, after the full year results are known.

The directors say that in the Australian joint venture, trading since October 1 1984 has been satisfactory, with increases being recorded in the Drop at both casinos over that of the previous operator. These increases have not as yet flowed through to earnings because of the reorganisation of the operations being undertaken following the change of operator.

It would be inappropriate at this stage to reflect in the group's results its share of the results of the Australian operation to date, in view of the contractual arrangements with the other interested parties, the directors add.

The group's interest in US\$50m nominal of U.S. treasury notes has been increased to a total of \$70m nominal and as at May 14 1985 the profit accruing

to this increased holding had risen to £3.5m, none of which is reflected in the results.

## comment

A rise in the unlucky factor plus a full contribution from the new Curzon club have enabled Aspinall Holdings to turn in trading profits just above the mere sober expectations. The results cover only the returns from the 11 table club (twice the size of its predecessor, hence the rise in the "drop," the amount spent on chips) plus the income from investments made out of the business' cash flow. No profit has been realised on the \$70m U.S. Treasury Note holding—although there is a potential £3.5m—and perhaps it is this that has led the market to down rate the shares by 11p to 160p.

The \$10m invested with Sir James Goldsmith's "situation fund" was not placed until the end of the reporting period. The costs of running the new club (and the additional gaming duty payable on the increased gross winnings) have risen rather sharply, from £2.1m to £3.5m and this burden must hold profits back for the time being.

After tax £151,000 (credit £301,000) and minorities £41,000 (£37,000) the net attributable profit comes to £23.6m (£3.5m), from which is deducted this time an extraordinary debit of £298,000. The dividend is again 5p net per share, the final being 4p.

## McInerney holds 5p despite profits fall

A MUCH reduced contribution from its associated companies has hit the pre-tax profit of McInerney Properties in 1984, and it has fallen from £3.52m to £2.03m.

The group is engaged in construction and civil engineering. It is based in Dublin and also has extensive interests in the UK and Middle East. The associated companies accounted for £1.48m (£2.06m) of the profit and the group £1.55m (£1.48m). Included in the pre-tax balance this time was a £395,000 exceptional profit.

Overall, turnover moved up from £66.31m to £72.7m. Ireland accounted for £28m (£30.1m), with private housing £5.43m (£5.35m), housing contracts £15.35m (£16.4m), and other contracts and manufacturing £7.22m (£8.33m); overseas contributed £28.12m (£20.97m) with private housing £19.9m (£14.95m), housing contracts £4.77m (£4.97m), and other contracts and manufacturing £2.48m (£2.05m).

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## COMPANY NEWS IN BRIEF

World are coming to the USM via an offer for sale and not a placing as stated in yesterday's edition. At the offer price the shares are on a p/e of 12.

The interest rate for this week's issue of local authority bonds is 12 1/2 per cent, down 1/2 of a percentage point from last week, and compares with 10 1/2 per cent a year ago. The bonds are issued at par and are redeemable on May 23 1984.

A full list of issues will be published in tomorrow's edition.

F. R. Lloyd Holdings has acquired a majority stake in a wellhead equipment producer based in Houston, Texas, for \$1.06m (£0.82m). Lloyd will own 80 per cent of the Texas corporation. It has formed with Mr. Matt Easell, who will own 20 per cent and be its chairman. The company will be the first instance acquire the name and main operating assets of Seaboard Wellhead Control

(SWC), a subsidiary of the Seaboard Pipe and Equipment Group, which has been operating under Chapter 11 of the U.S. bankruptcy code.

The bid by Berkeley Exploration and Production for Anvil Petroleum has been declared unconditional. It was announced yesterday that acceptance has been received in respect of 82.3 per cent of Anvil's share capital, of which 2.2 per cent had accepted the cash alternative.

The net asset value per 25p share of Gartmore American Securities continued to grow in the year to end-March 1985, rising from 122.6p to 147p.

The final dividend has been maintained at 14p, making a total of 29p (same). Gross revenue was up from \$0.96m to \$1.06m, but pre-tax revenue fell from \$748,837 to \$608,827. Lower tax charges of \$208,512 (£278,709) left net

revenue \$34,000 lower at \$396,115 against the previous year's \$470,128.

Warford Investments increased pre-tax profits from £3.72m to £4.21m for the year to December 25 1984, on turnover ahead by £524,000 to £5.5m. The directors of this property investment group are proposing a final 8p (7.5p) dividend, lifting the total to 14.5p (13.5p). Stated earnings per 20p share are shown as 23.16p (£19.46p).

The amount transferred to reserves rose from \$83,000 to \$227,000.

Cranpham, the USM quoted garden and pet supplies distributor, has turned in a loss of £29,000 for the 26 weeks to January 5 1985, against a comparable £34,000 profit. The interim dividend is in effect held at 1.687p, with losses per share stated at 2p (earnings

3.72p). There was no tax charge for the period (£30,000). The turnover rose slightly from £5.4m to £5.6m.

Four directors and a former director of Telemetrix, the electronics designer and manufacturer, have between them sold 2.56m shares in the company, about 15 per cent of the equity—at 394p a share, raising £9.8m. A company spokesman said the disposals were in line with an agreement of Mr. Reynolds.

Higher interest charges and an exceptional bad debt have led to a £50,000 shortfall to £312,000 in the pre-tax profit of hook publisher A. & C. Black in 1984. The directors believe the overall prospects are encouraging and are lifting the dividend from 5p to 9.5p net, with a final of 6.5p.

Turnover rose from £3.22m to £4.73m and trading profit hit a record £462,000, against £372,000. However, net interest charges were up to £110,000 (£7,000) mainly as a result of funding acquisitions, and there was an exceptional £40,000 bad debt when a customer went into liquidation.

After tax £81,000 (£110,000) the net earnings are shown at 17.5p (24.5p).

Mr Brian Reynolds, chairman of MicroFocus, and Mr. Paul O'Grady, a director, each bought 20,000 shares in the company last Friday, the day after MicroFocus' share price fell by more than 50 per cent on the announcement of a profits slump. Mr Reynolds now holds 2,573,538 shares (21.1 per cent) and Mr O'Grady 1,370,015 (11.2 per cent). Mr Stewart Long, a substantial shareholder, bought 10,000 shares on the same day, taking his share of the equity to 5.5 per cent.

مكتبة



## Compssoft

Compssoft Holdings plc Summary of Group Results  
Year ended 31st March 1985

	1985	1984
Turnover	2,395,557	1,325,641
Cost of sales	347,642	169,097
Gross profit	2,051,915	1,159,544
Distribution costs	518,602	231,949
Administrative costs	736,182	388,282
Operating profit	797,130	539,403
Interest receivable	30,125	8,754
Interest payable	(66,310)	(53,598)
Profit on ordinary activities before taxation	760,945	495,559
Taxation on profit on ordinary activities	323,240	207,566
Profit for year on ordinary activities	437,705	287,993
Dividends	97,800	—
Retained profit for year	339,905	287,993
Earnings per share	5.9p	4.1p
Dividend per share	2.0p	—

The Summary of Results is an abridged version of the groups financial statements which received an unqualified audit report and will be filed with the Registrar of Companies.

## EXTRACTS FROM THE CHAIRMAN'S STATEMENT

Introduction  
March 31 1985 marks Compssoft's first financial year end since we became a USM quoted company in July 1984.

Turnover for the year at £2.4m (last year £1.3m) reflects both the increased penetration into the UK market and the start of our push into areas outside the UK. During this period we increased our UK turnover by 45% over the previous year. European sales in the first year of £208,000 were in line with our expectations.

Profit before tax, at £261,000 (last year £49,000), was achieved despite the difficult year for the computer industry and the increased costs of developing new products and establishing Compssoft in the continental European market.

An overall impression of last year  
The year was characterised by change. We saw new products, new offices, new markets and, not least, new staff.

Changing from a private to a public company involved the Directors in three months of dedicated work during which time the company had to stand on its own two feet. It gives me great pleasure to note that the staff and, particularly, the managers have risen to the challenge that this year has presented.

Most companies, after a year of so many changes, would be looking to a year of consolidation. However, the microcomputer software industry allows no such luxuries. Now that we are becoming established in many European countries we are starting to see opportunities to set up small sales and support organisations outside the UK. During the next year we will be carefully monitoring the position in each country.

In addition, the translation of our new products should be completed during the first half of the year for marketing during the second half. We are increasingly being approached by other small software companies which are under-capitalised, with a view to purchasing their products. While we have no immediate plans in this direction, we are constantly on the look out for well written and innovative software.

Meanwhile our own R & D staff are both enhancing our existing products and laying the groundwork for new ones. The next major product release during the first-half of the year will be the networking version of DELTA 4, which is designed to run on the tostar network systems. I look forward to another exciting and challenging year in which our new products and markets will continue to ensure that Compssoft remains at the front of the micro computer software industry.

P. N. HORGAN

Copies of the full annual report will be mailed to shareholders on 24 May 1985. Further copies will be available from that date from the Secretary, Compssoft Holdings plc, Compssoft Manor, Farncombe Hill, Godalming, Surrey, GU7 2AR. Telephone: 04863 25925.

## Gerrard &amp; National PLC

Results for the year ended 5th April 1985

	1985	1984
Profit for the year	£5.154m	£10.117m
Total cost of Dividends	£4.008m	£3.590m
Disclosed Shareholders' Funds	£60.098m	£57.140m
Total Assets	£3,666.915m	£3,193.699m

Group Profit for the year. Group Profit after providing for taxation, minority interests and a transfer to Inner Reserves amounted to £5,154,000 (1984 £10,117,000).

Dividend. It is proposed that a final dividend of 10.2p (1984 9p) be paid on each Ordinary Share of 25p. When added to the Interim Dividend already paid of 3p (1984 3p) this makes a total of 13.2p (1984 12p) an increase of 10%. The proposed dividend on the Ordinary Shares of 25p each will be paid to Shareholders on the register at the close of business on the 3rd June, 1985.

Disclosed Shareholders' Funds. The Group's Disclosed Shareholders' Funds stand at £60.10 million compared with £57.14 million last year.

Total Assets. The Total Assets of the Group (excluding assets subject to repurchase arrangements) amount to £3,667 million compared with £3,194 million in 1984.

Extracts from the statement of the Chairman, R. G. Gibbs

Review of the Year. It would be no exaggeration to say that the last financial year was one of the most volatile in the history of this country, thus giving your company a very unfavourable trading background. In view of this I am pleased to inform you that group profits for the year amounted to £5,154,000 after taxation, minority interests and a transfer to inner reserves. It has been a difficult but most stimulating twelve months in which turnover has been considerably higher than previously, averaging well over £1 billion a day.

Total Resources. Shareholders may be interested to know that we believe Gerrard and National now accounts for more than one third of the total resources of the London Discount Market compared with one eighth at the time of our merger in 1969.

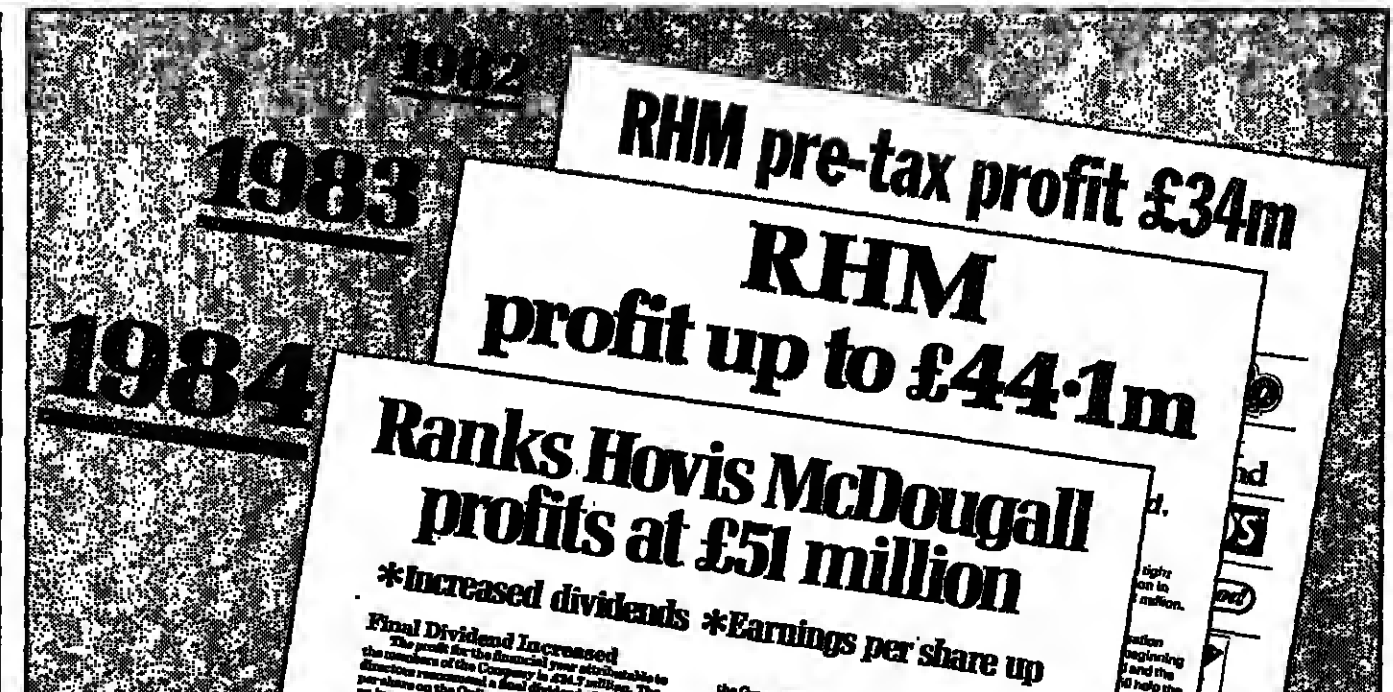
The Future. We have applied to the Bank of England to become market makers in gilt-edged securities.

We intend to continue expanding all our present activities and particularly to increase our already extensive customer base. The closer relationship between money and capital markets, as well as the structural changes in the City, encourage us to explore further the various logical extensions to our traditional business.

We view the future with confidence and enthusiasm and are sure that there is, and will be, a role for the independent, international, fixed-interest specialist such as ourselves. We emphatically believe we are in the right place at the right time.

The Report and Accounts have been published

Gerrard & National PLC  
32 Lombard Street, London EC3V 9BE. Tel: 01-623 9981  
Members of the London Discount Market Association



## Ranks Hovis McDougall profits at £36.5 million after six months

## RESULTS

Group profit before taxation for the half-year ended 2 March 1985 amounted to £36,472,000 compared with £23,287,000 for the corresponding period of the previous year—an increase of 56%.

These results were achieved against a background of an improving economic climate and generally lower raw material prices although very competitive conditions prevail in the markets in which the group operates. The benefits of improved efficiency resulting from our rationalisation programmes and the considerable efforts of our employees are reflected in these first half profits.

## INTERIM ORDINARY DIVIDEND

The Board has declared an interim ordinary dividend for the year to 31 August 1985 of 1.84 pence per Ordinary Share (last year 1.60

pence per share). This dividend, together with the related tax credit of 30/70th thereof represents 2.629 pence per share (last year 2.286 pence per share).

## OUTLOOK

I anticipate a satisfactory outcome for the full year.

Sir Peter Reynolds, Chairman

RESULTS IN BRIEF	Half year to 2 March '85	Half year to 3 March '84	Year to 1 Sept. '84
External sales	649.2	604.2	1,290.4
Profit before taxation	36.5	23.3	51.1
Taxation	12.1	5.9	14.4
Profit attributable (after extraordinary items and minority interests)	17.0	13.6	24.4
Earnings per share	8.0p	5.8p	12.3p

Copies of the full interim report are available from: The Secretary, Ranks Hovis McDougall PLC, PO Box 178, Alma Road, Windsor, Berkshire, SL4 3BT

PROGRESS CONTINUES



# Tilbury

100 YEARS ONWARD

Pre-tax profit  
tops  
£3 million

	Year to 31st Dec. 1984	Year to 31st Dec. 1983
Turnover	£51m	£54m
Total pre-tax surplus	£3.0m	£2.9m
Earnings per 25p share	13.5p	12.3p
Dividend per 25p share	4.8p	4.4p
Net assets per 25p share	110.4p	102.5p

- ☐ Earnings per share and dividends higher
- ☐ Sound base for improving profitability

## Tilbury Group PLC

Tilbury House, Ruspur Road, Hove, West Sussex BN1 4AB  
For a copy of the Annual Report please apply to The Group Secretary

Construction · Roadstone · Plant  
Mechanical Services  
Residential and Commercial Development

## BANQUE LIBANO-FRANCAISE (FRANCE)

The General Shareholders' Meeting of BANQUE LIBANO-FRANCAISE (FRANCE) was held on April 18th 1985 to approve the accounts for financial year 1984. At December 31st, the balance sheet total was FF 6,026 million and the contingent liabilities were FF 1,933 million. Customers' loans remained stable at FF 3,020 million, while deposits, in fair progression, amounted to FF 3,825 million. After settlement of high provisions to face the difficulties met in the traditional areas of the Bank activity, the financial year accounts showed a net profit of FF 5,099 million. The General Shareholders Meeting decided to appropriate the whole net profit of the year to reserves. The capital stock including the subordinated loans will amount to FF 175.7 million.

## Fisons to spend £14m on Italian and U.S. buys

BY TONY JACKSON

Fisons, the UK pharmaceutical concern, is to spend a total of £14m on two overseas acquisitions—Carlo Erba Sperimentale of Italy and Austin Biological Company of the U.S.

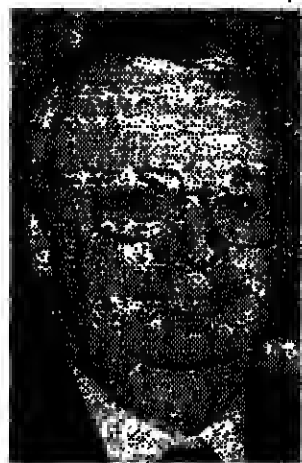
The acquisition of Carlo Erba is to cost £12.5m. The company, being acquired from Farmitalia Carlo Erba, makes instruments for scientific analysis, specialising in the field of gas chromatography. Sales in Italy, West Germany, the UK and the U.S. total £20m.

The second purchase, Austin Biological, is to cost U.S.\$2m (£1.6m). The company, described as a supplier of micro-biology products, is to be merged with Fisons subsidiary Curtin Matheson Scientific in the U.S.

Curtin Matheson is primarily a distributor of scientific equipment and Fisons has acquired a series of manufacturing companies whose products can be put through the Curtin sales network.

It was also announced yesterday that Fisons is shortly to seek official registration for its new respiratory drug, Nedocromil, a compound for the treatment of asthma and other respiratory diseases. Fisons is a world leader in the treatment of allergy-induced respiratory diseases, and its anti-asthma drug disodium cromoglycate—sold under the brand name Intal—is the leading prescription drug for asthma prevention.

The chief drawback to Intal has been the fact that it can only be applied by inhalants or nasal



Mr John Kerridge, chairman of Fisons

sprays. Attempts to produce an oral form of the drug, under the name Proxiderm, ended in failure several years ago. Although the company would not confirm the fact yesterday, it is believed that Nedocromil, which is chemically distinct from disodium cromoglycate, will be taken in oral form.

It is understood that the new drug should come to the market late in 1986. Registration is being sought in the first instance in certain European territories, said Fisons.

At yesterday's annual meeting Fisons chairman, Mr John Kerridge, said that the company's expectation of above-average growth had been encouraged by trading in the first few months of 1985. He took issue, however, with recent Government measures affecting the pharmaceutical industry.

"The location of future research investment has to be viewed against a background of considerable discouragement by the Government," he said. "Fisons will deploy its resources internationally, and it is regrettable that our home base in the UK made to be so unattractive by ill-conceived Government actions."

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## Burmah rejects new Heron approach

By Lionel Barber

Burmah Oil, currently valued by the stock market at more than £370m, has rejected a second bid approach from Heron International. Mr Gerald Ronson's privately-owned property, petrol station and insurance group.

Burmah yesterday disclosed that Mr Ronson had met Mr John Malby, Burmah's chairman, last Sunday at Mr Ronson's London office.

It is understood that Mr Ronson sought the agreement of the Burmah board for a takeover bid but was rebuffed. No formal offer was made, though figures were discussed.

Burmah repeated its view, published last week in a six-paragraph statement, that it could not see any benefit in an amalgamation with Heron.

Mr Malby said yesterday that there were no plans for a further meeting with Mr Ronson. He described last Sunday's meeting as "amicable."

Heron holds around 4 per cent of Burmah, but Mr Ronson is understood to have told Mr Malby that he has neither bought nor sold any further shares and that he intends to remain a shareholder in the group.

Burmah, which nearly collapsed in the wake of the 1974 oil crisis, last month reported pre-tax profits of £70m, up from £65m last year. Most of the rise came from highly profitable Central Gas, which is widely regarded as the most desirable part of the Burmah group.

Heron International, the holding group for Mr Ronson's interests, made pre-tax profits of £25m on turnover of £88m in the year ended March 1984. Mr Ronson was unavailable for comment last night.

## Dee sells its Booker stake

THE SHADOW cast by supermarkets group Dee Corporation over Booker McConnell was finally lifted yesterday by Dee's sale of its 25 per cent stake in the food distribution, health and agricultural products group.

Dee sold a quarter of its 20 per cent stake in Booker before launching a £35m bid in February—a tactic which surprised the City. An earlier bid had been referred to the Monopolies Commission last June.

When Dee's bid failed in April with acceptances from only 16.7 per cent of Booker's equity, it announced that it would dispose of the entire holding and sold 2 per cent.

All the remaining 17.52m shares were sold through the market yesterday to a broad range of investing institutions at 255p. The highest price Dee had paid was 215p.

## ATC to lift dividends

BY MARTIN DICKSON

Allied Textile Companies, which is fighting a £44m takeover bid from Lonson & Midland Industrials, said yesterday that it intended to increase dividend payments this year by about 75 per cent over 1984's distribution.

The statement was made in a letter to shareholders detailing ATC's proposed acquisition of the unquoted Mayfield specialised textiles group—a deal conditional on LMI's bid failing.

ATC, which reported pre-tax profits up 42 per cent to £417m in the year to last September, said it was confident pre-tax pro-

fits for the current year would show further increases from both textile and financial activities.

The directors intended to pay a net dividend of 12.5p per share for the current year, an increase of about 75 per cent taking into account the recent one-for-10 scrip issue.

LMI has extended its all-paper offer until this Friday after picking up 0.17 per cent of shares by the first closing date. LMI shares closed last night at 181p, up 2p on the day, which places a value of 471p on each ATC share. ATC closed 5p down at 495p.

## COMPANY NEWS IN BRIEF

Cifer, the microcomputer and terminal manufacturer which has just undergone its second reorganisation, less than a year, said yesterday that the current order book was "very satisfactory."

The interim figures would show the expected loss as a result of the restructuring but in the last month of the first half a near break even was achieved on trading and the improvement is continuing.

The directors of Blackwood Hodge (Canada) report a continuing improvement for the first quarter ended March 31, 1985.

It is not unusual for the company to incur a loss in that period. This it has done, but at

a reduced rate of £322,000, compared with £368,000. There is no tax charge and the loss is equal to 9 cents (15 cents) per share.

Sales and rentals for the period rose to £20.93m (£19.75m) but the profit before interest fell to £808,000 (£868,000). The company is controlled by the UK based earthmoving and construction equipment group.

In response to the 1.33m ordinary shares offered by Nationwide Leisure by way of a rights issue of £46,951, taken up by 3 pm on May 17, the balance has been sold in the market.

## MINING NEWS

## CRA unveils £3.8m survival plan for its Cobar mine

BY GEORGE MILLING-STANLEY

THE FUTURE of the Cobar base metal mine in New South Wales, Australia, seems assured with yesterday's announcement from CRA, the Australian arm of the Rio Tinto-Zinc Group, of a £3.8m (23.8m) investment programme to develop the mine's lower levels.

CRA said yesterday that it had entered into arrangements with the New South Wales Government which, together with agreements made previously with Cobar's workforce, would result in the satisfactory implementation of the survival plan.

The company warned recently that it would be forced to close Cobar after accumulating losses of £335m, putting 280 jobs at risk, unless work practices were changed and the state railways reduced freight charges.

CRA declined to be more specific yesterday about its arrangements with the state authorities, or to comment on whether these involved any reduction in rail charges, saying only that more efficient loading

and unloading of rail cars was planned.

The workforce agreed earlier this month to major changes in working practices and to new procedures for the resolution of disputes. These changes will permit both the mine and concentrator to be operated continuously, and are expected to lead to a significantly higher output.

Annual production is expected to rise in the first instance to some 550,000 tonnes of ore, and CRA plans a further rise to about 1m tonnes within two years. This compares with last year's rate of 650,000 tonnes of ore, which produced 38,000 tonnes of copper, 27,000 tonnes of zinc and 10,000 tonnes of lead, all contained in concentrates.

The Cobar mine had been a best a marginal venture for some years, and the development of the lower-level orebody had become crucial as shares in the mine were sold at a loss in the upper levels for a few weeks operation.

## MINING NEWS IN BRIEF

A copper mine and processing plant in the Philippines, formerly owned by the now-defunct Marinduque Mining and Industrial Corporation, are to be re-opened soon, reports Leo Gonzaga in Manila. The operation was closed down two years ago.

The newly-formed Maricaban Mining Corporation, which has succeeded Marinduque as owner of the property, said that Japan's Marubeni Corporation is to provide a cash advance of U.S.\$2.5m (£1.9m) as working capital, on concessional terms and without any guarantee from the Philippines Government.

Marubeni will be repaid in the form of deliveries of copper concentrates over the next five years, with Maricaban retaining the option to suspend deliveries at times of low copper prices.

Production from South Africa's gold mining industry fell slightly in April, according

to the figures released by the country's Chamber of Mines. Last month's total was 1,746,201 ounces, which compares with the March figure of 1,831,387 oz and the total for April last year of 1,813,001 oz.

The latest figure brings the cumulative total for the first four months of 1985 to 7,203,121 oz, still ahead of the 7,206,285 oz produced at the same stage of last year.

Freeport-McMoran of the U.S. plans to raise at least \$20m after-tax, through a public offering of 4m shares, or 10 per cent of its wholly-owned subsidiary Freeport-McMoran Gold.

The funds raised by the offering is expected to be made at a price between \$10 and \$11 per share, will be used primarily to reduce the parent company's long-term debt, with the remainder earmarked for the subsidiary's general corporate purposes.

## THE HOWARD GROUP PLC

UNAUDITED RESULTS OF THE GROUP FOR THE SIX MONTHS ENDED 31st MARCH 1985

	6 months to 31st March 1985	6 months to 31st March 1984
Net retained brokerage	1840	1339
Other operating income	669	534
Expenses	(1192)	(1137)
Profit before taxation	1317	736
Taxation	599	372
Profit after taxation	718	364
Minority interests	52	53
Profit attributable to shareholders	666	311
Ordinary dividend	500	—
Profit retained	166	311
Earnings per Ordinary Share	5.7p	2.7p

Notes:  
(1) There has been no change in the accounting policies which are as set out in the prospectus.  
(2) The figures for the six months ended 31st March 1984 are those that would have been presented if the structure of the Group at the end of March 1983 had been in existence throughout that earlier period.  
(3) Earnings per share are calculated on the basis of the 11,614,496 shares in issue following the placing in April 1985.

## COMMENTS BY THE CHAIRMAN MR R.H. PEET

This is the first report of your Company since its admission to the Unlisted Securities Market in April of this year and the Board of Directors takes this opportunity to welcome all new shareholders.

As indicated in the prospectus, a significant increase in profits was forecast and the half year results have fulfilled this projection. Brokerage has increased by 37% whilst pre-tax profits have increased by 79%.

An interim dividend of £500,000 being equivalent to 4.3p per share on the shares now in issue was paid prior to the placing to the then existing shareholders.

Historically the Group has produced stronger results in the second half of the financial year than it has in the first half. Your Board fully expects that trend to continue in the six months ending 30th September 1985 resulting in full year's figures which will be not less than the forecast profits before taxation of £2.9m included in the prospectus.

As envisaged in the prospectus the Board is pleased to announce the recruitment of two US property insurance experts and looks forward to success in this new venture.

21st May 1985

Copies of the Interim Statement can be obtained from:

The Secretary The Howard Group PLC,  
46 Aldgate High Street, London EC3N 1AL.

# In the interim.... GOOD NEWS

- ☐ Profit before taxation for the 3 months was £6,855,000 (1984 £4,745,000).
- ☐ Interim dividend 1.0p (0.85p equivalent first 3 months 1984).
- ☐ Sales rose from £69,504,000 to £104,081,000, an increase of 49.7%.
- ☐ Earnings per share increased by 21.9% to 3.84p (1984 3.15p).

Overall, the Chairman is confident that, subject to unforeseen circumstances, Bibby will again achieve a good performance for the year as a whole.

The Company is reporting on interim results on only 3 months trading to March 30, in line with a new year ending of September 28, 1985.

**J. BIBBY & SONS PLC**  
Richmond House, 1 Rumford Place, Liverpool L3 9QQ.

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## THE PIONEERS OF DOMESTIC DOUBLE GLAZING.

Weatherseal Windows pioneered domestic double glazing in Britain and today retains its reputation for technical innovation and quality in the fields of double glazing, replacement windows, residential and patio doors.

Weatherseal Windows is one of many leaders in London and Northern Group PLC, including United Medical Enterprises, Britain's leading name in the fast growing world healthcare market; Pauling, established in overseas civil engineering for over a hundred

years; Blackwell/Tractor Shovels, Britain's leading independent earthmover; McMillan (Offshore), suppliers of specialist personnel for the North Sea Oil Industry; Steel Stockholders, Britain's leading steel profiler; and Edenhall, Britain's leading manufacturer of concrete facing bricks.

Send for the latest London and Northern Annual Report and find out more about a Group with a turnover in excess of £250m and which continues to extend its interests in growth fields.

**LONDON AND NORTHERN**  
Essex Hall, Essex Street, London WC2R 3JD Tel: 01-836 9261





# SECTION III - INTERNATIONAL MARKETS

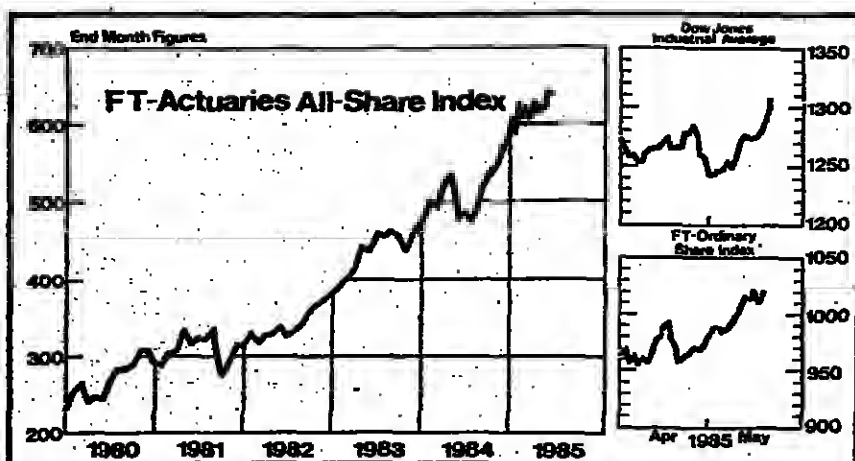
## FINANCIAL TIMES

Wednesday May 22 1985

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### KEY MARKET MONITORS



STOCK MARKET INDICES	May 21	Previous	Year ago
NEW YORK			
DJ Industrials	1,309.70	1,304.89	1,125.51
DJ Transport	626.22	625.99	470.47
DJ Utilities	163.57	164.70	125.82
S&P Composite	189.84	189.72	154.73

LONDON	May 21	Previous	Year ago
FT-100	1,020.2	1,016.0	856.3
FT-SE 100	1,334.1	1,330.8	1,108.7
FT-Airshare	641.92	639.68	511.07
FT-A500	703.50	700.92	559.90
FT Gold mines	481.5	489.5	655.2
FT-A Long gnt	10.74	10.73	10.57

TOKYO	May 21	Previous	Year ago
Nikkei-Dow	12,650.18	12,558.10	10,165.00
Tokyo SE	991.22	986.07	798.48

AUSTRALIA	May 21	Previous	Year ago
All Ord.	898.0	904.6	714.7
Metals & Mins.	574.1	588.8	473.1

AUSTRIA	May 21	Previous	Year ago
Credit Aktien	95.09	94.47	54.85

BELGIUM	May 21	Previous	Year ago
Belgian SE	2,238.78	2,236.51	

CANADA	May 21	Previous	Year ago
Toronto	2,053.8	2,040.6	1,941.0
Metals & Mins.	2,739.7	2,723.2	2,242.7
Montreal	135.05	134.11	108.26

DENMARK	May 21	Previous	Year ago
Copenhagen SE	189.35	189.01	189.96

FRANCE	May 21	Previous	Year ago
CAC Gen.	223.0	221.9	174.3
Ind. Tendance	124.2	123.2	90.1

WEST GERMANY	May 21	Previous	Year ago
FAZ Aktien	438.68	437.05	347.44
Commerzbank	1,288.8	1,278.8	1,011.6

HONG KONG	May 21	Previous	Year ago
Hang Seng	1,612.22	1,638.47	893.01

ITALY	May 21	Previous	Year ago
Borsa Comm.	318.74	317.40	205.98

NETHERLANDS	May 21	Previous	Year ago
ANP-CBS Gen	209.3	207.6	165.5
ANP-CBS Ind	170.7	170.5	132.1

NORWAY	May 21	Previous	Year ago
Olo SE	341.52	336.73	284.84

SINGAPORE	May 21	Previous	Year ago
Straits Times	825.58	828.96	930.43

SOUTH AFRICA	May 21	Previous	Year ago
JSE Golds	1,088.5	1,085.0	975.0
JSE Industrials	942.5	942.5	979.1

SPAIN	May 21	Previous	Year ago
Madrid SE	110.77	110.67	85.77

SWEDEN	May 21	Previous	Year ago
J & P	1,396.35	1,417.55	1,485.91

SWITZERLAND	May 21	Previous	Year ago
Swiss Bank Ind	435.2	432.3	373.4

WORLD	May 21	Previous	Year ago
Capital Int'l	212.8	209.7	179.8

GOLD (per ounce)	May 21	Previous	Year ago
London	\$371.50	\$373.25	\$323.25
Zurich	\$315.25	\$323.75	\$273.75
Paris (fobing)	\$315.63	\$323.95	\$273.95
Luxembourg	\$316.30	\$324.50	\$274.50
New York (June)	\$317.95	\$324.00	\$274.00

COMMODITIES	May 21	Previous	Year ago
Silver (spot fobing)	\$485.50p	\$485.50p	\$485.50p
Copper (cash)	\$1.174.00	\$1.168.50	\$1.168.50
Coffee (July)	\$2,076.50	\$2,055.00	\$2,055.00
Oil (spot Arabian light)	\$26.675	\$26.725	\$26.725

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### WALL STREET

## Firmness around records

FIXED interest and equity sectors marked time on Wall Street yesterday, consolidating Monday's gains, writes Terry Byland in New York.

The downgrading of official estimates of first-quarter GNP growth failed to change views on the pace of the U.S. economy. Modest profit-taking in bonds, hardly unexpected after the strong rise of the past week, took a quarter point or so off the long end. Stocks rallied from a similar bout of selling and edged marginally forward to new peaks at mid-session.

In the stock market, turnover was still very heavy as prices churned around overnight levels. There was some selling at first, but prices soon rallied and moved forward again. A sudden wick of buying of blue chip stocks in the final hour left the market looking very firm.

The Dow Jones industrial average ended a net 4.82 points up at a new peak of 1,309.70.

Across the broader market, however, prices shaded lower. Turnover, boosted by the late buying, totalled 130.6m shares, only 17m below Monday's figure.

The downgrading of GNP growth estimates from 1.3 per cent to 0.7 per cent was less sharp than expected in some quarters, and some analysts warned that the bond markets may have exaggerated the slowdown in the economy.

However, views remained split, with some credit market professionals hinting that another cut in Federal discount rate may not be far away.

Leading stocks showed small mixed changes. Motor issues held firm, General Motors added 3/4 to \$70 1/4, Ford 3/4 to \$43 1/4 and Chrysler 3/4 to \$38 1/4.

Pharmaceuticals, hoping for a renewed slide in the dollar, were higher, with Merck providing the best feature with a gain of \$2 1/4 to \$108 1/4.

The most dramatic mover was Unocal, which made a delayed start after Mr. T. Boone Pickens had accepted defeat in his fight to gain control. Unocal stock reopened sharply lower to reflect the board's intended stock buyback price. At \$35 1/4, the shares were 10 1/4 off. Also trading on a when-distributed form were the new stock to be issued to stockholders, priced in the market at \$33, down 3/4.

IBM held steady at \$133 after a dull start and other technology issues tried to follow suit. At \$61 1/4, Honeywell added 3/4.

Airline stocks also attempted to join in the mid-session rally but were held back by the strike by United Airlines pilots which could have significant implications for the industry. United at \$48 1/4 slipped by a further 3/4, and then domestic carriers to turn down included American, 5/8 off at \$45 1/4, and Delta, 5/8 off at \$45 1/4.

Pan American touched another peak at \$8 1/4, a net gain of 3/4 in heavy trading. Wall Street continued to give its mark of approval to the planned merger of Allied and Signal. At \$40 1/4, Signal shaded by 3/4 but topped the active list, while Allied, also 3/4 lower at \$42 was also active.

Oil stocks remained a shade easier, although the outcome of the Unocal-Pickens fight has important implications for the bid-racked oil sector. Chevron added 3/4 to \$35 1/4 and Mobil 5/8 to \$31 1/4 but Atlantic Richfield at \$81 1/4 held steady and Exxon gained 3/4 to \$52 1/4.

A weak feature was Taft Broadcasting, 3 1/4 down at \$74 1/4 after agreeing to sell five radio stations to CBS, itself 3/4 off at \$111 1/4.

May Department Stores, 1 1/4 up at \$51 was the bright spot in a dull retail sector, where J. C. Penney was unchanged at \$49 1/4 after disclosing a sharp dip in first-quarter earnings.

In the meantime, the Treasuries market was content to digest its recent gains while awaiting some hint of the outcome of yesterday's meeting of the Fed's Open Market Committee (FOMC).

Electronics and defence issues moved erratically in response to the recent Senate votes on budget cuts, which would

affect federal spending. General Dynamics shed a further 5/8 to \$69, and Boeing, 3/4 off at \$83 1/4 and McDonnell Douglas, 1/2 down at \$74 were also weaker.

Westinghouse, however, came in for support, gaining 1/2 to \$34 in active trading.

There was very little recovery in money market rates, after the heavy fall of the previous session. Federal funds remained below 6 per cent, and gains of four basis points or so in Treasury Bill and CD rates was of little significance in terms of market opinion.

### LONDON

## Early gains prove hard to retain

AN EARLY burst of enthusiasm after Wall Street's overnight performance sent London sharply higher in early trading, but the market soon ran out of steam.

The FT Ordinary share index, which rose to within 3 points of its all-time high, later faded to close up 4.2 at 1,020.2.

Gills also received an early lift as a result of foreign demand but gains were later reduced after erratic movements in both sterling and the dollar.

Chief price changes, Page 32; Details, Page 33; Share information service, Pages 34-35

### AUSTRALIA

AN OVERNIGHT drop in the international bullion price coupled with profit-taking to take most stock prices lower in Sydney.

The All Ordinaries dropped 6.4 from Monday's record to end at 898.0. The gold index shed 16 points to 883.6.

Gold Mines of Kalgoorlie gave up its previous day's gains to end 50 cents lower at \$510.10 and Kidston Gold Mines lost 20 cents to \$54.40.

Blue-chip metal miners were also lower, with CRA off 10 cents at \$56.56. The company announced it has reached agreement on a survival plan for its Cobber copper mine.

### SINGAPORE

LOWER than expected economic growth figures for the first quarter prompted profit-taking in Singapore and shares closed generally easier after early firmness.

The Straits Times industrial index shed 3.38 points to 825.58.

Genting, one of the few stocks to move against the trend, added 5 cents to \$86.50. Hotels and properties were narrowly mixed, while commodities were slightly lower.

Among other blue chips, Sime Darby shed 6 cents to \$52.10, giving up gains from the previous session, and Singapore Press and Malay Banking both lost 5 cents to \$58.05 and \$56.35 respectively.

### SOUTH AFRICA

A CONTINUED weakness in the price of bullion took gold shares in Johannesburg lower in active trading.

Vaal Reef shed 8 1/2 to R187 and Beatrix dropped 25 cents to R8.85.

Barclays Bank, which followed the trend and cut its base lending rate, gained R1.50 to R20. Rembrandt, the tobacco group, also rose, adding R1.50 to R39.

Mining financials and platinum eased in sympathy with golds, however, and Anglo American lost 10 cents to R28.90.

### CANADA

TORONTO reached its fourth straight record close in very heavy trading, despite a late slump.

Interest remained active in Lac Minerals, which is considering a merger. The issue rose C\$4 to C\$33 1/4.

In other mines, Noranda was most active, losing C\$4 to C\$14 1/4. Campbell Red Lake put on C\$2 to C\$29 and Placer added C\$2 to C\$28 1/4.

Montreal also closed higher in brisk trading with banks, utilities and industrials all up.

### EUROPE

## Frankfurt's peak form continues

CARRIED by Wall Street's momentum, Frankfurt reached its ninth peak in the past 11 trading days and other European bourses also showed solid gains.

Investor interest flowed into a broad range of sectors with banks and insurance groups again receiving most attention as U.S.-inspired hopes for lower interest rates took hold.

The overnight record on Wall Street gave buyers control throughout most of the day, although profit-takers asserted their influence in the afternoon to leave several markets below their peaks.

Foreign buyers were again in evidence in Frankfurt, lending weight to domestic support which combined to leave the Commerzbank index 5.0 higher at 1,283.80.

Motivated by expectations of future profits, the Commerzbank closed DM 4 higher at DM 185. Dresdner also rose, up 80 pf to DM 226, and Deutsche Bank was DM 4.50 higher at DM 487.20.

Porsche led a generally strong car sector, advancing DM 12 to DM 1,187, while Volkswagen firmed DM 2.90 to DM 244.70 and BMW DM 7.50 to DM 380. Following further details on Daimler-Benz's purchase of Dornier, the car producer's shares rose DM 3 to DM 731.

Among chemical groups, Bayer fell to profit-taking but closed 30 pf higher at DM 224.80 - DM 1.20 below its peak for the day. BASF moved in a similar fashion but ended down 40 pf at DM 213.10, after an initial gain of DM 1.40.

GHF added DM 4 to DM 150 in line with a generally strong engineering sector, which also pushed KHD 50 pf higher to DM 243.5.

Bond prices closed higher in active trading, sharing the hope of lower interest rates.

Paris resumed its march forward and the CAC general index closed at a record, up 1.1 at 223.0. The bourse benefited from an encouraging report by the French central bank on future industrial activity.

The construction sector came under sustained buying. Bouygues stood out with a FFf 50 rise to FFf 850 and Pclain improved FFf 4.80 to FFf 74.50.

Drink groups were again on the rise, with Moët-Hennessy adding a further FFf 29 to FFf 1,930, while Pernod firmed FFf 3 to FFf 757.

Amsterdam stocks held their early rises with banks at the forefront of buying interest. The index covering the sector added 6.8 to finish at a record for the year of 307.4.

ABN added Fl 3 to Fl 442 and NMB was Fl 2.20 higher at Fl 172.

Insurers were also firmer, led by Aegon up Fl 3 at Fl 194 and Natmed Fl 1.90 higher at Fl 65.50.

Among blue chips, Royal Dutch firmed Fl 1.10 to Fl 204.80 and Akzo was 70 cents higher at Fl 108.80.

Buyers in Zurich also concentrated attention on banks and insurance groups, although trading was heavy in every sector. Bank Leu added SwFr 60 to SwFr 3,800, with UBS SwFr 50 higher at SwFr 3,900 and Swiss Volksbank registering a SwFr 40 rise to SwFr 1,570.

Trading remained lively in Brussels, however price movements were marginal.

On speculation that a group of Flemish shareholders, who recently set up a

holding company to manage Vieille Montagne, may be preparing to seek control, the company's shares added Bfr 10 to Bfr 6,960.

Stockholm was the only continental European bourse to lose ground as domestic economic concerns outweighed Wall Street's influence.

Prices fell in all sectors, with movements sharpest among trading companies.

Volvo, Sweden's largest industrial group, continued to trade amid doubts about its future profit course and eased SKr 2 to SKr 242. Ericsson moved against the trend and closed SKr 4 higher at SKr 294 on foreign buying interest.

The tempo of trading in Milan remained high with selective buying in bank, food and insurance companies.

Madrid prices were marginally higher.

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## TOKYO

### Weaker yen triggers profit-taking

WALL STREET'S overnight record pushed share prices substantially higher across a broad front in Tokyo yesterday, writes Shigeo Nishitani of Jiji Press.

But the upward trend slowed somewhat toward the close under profit-taking, triggered by the yen's weakness against the U.S. dollar.

The Nikkei-Dow market average, which was 110.75 higher at one point, closed 91.08 points higher at 12,650.18 compared with its record of 12,653.26 set on April 3. Advances outnumbered declines by 477 to 320, with 138 issues unchanged. Volume swelled from Monday's 422m shares to 606.57m.

Low-priced large-capital issues attracted strong buying interest. Mitsubishi Heavy Industries topped the most active list with 31.14m shares changing hands and rose Y5 to Y278. Nippon Steel advanced Y2 to Y153.

Nippon Yakin Kogyo, the second most active stock with 25.24m shares traded, jumped Y15 to Y479 on the strength of its development of amorphous alloy moulding technology.

Stock in trading houses changed hands briskly on expectations of lower interest burdens. C. Itoh, the third busiest stock with a turnover of 24.79m shares, added Y15 to Y408. Mitsubishi Y14 to Y577 and Sumitomo Y22 to Y705.

Among other improvers, Unika moved up Y12 to Y276, Kirin Brewery Y7 to Y701 and Asahi Chemical Y29 to Y985.

Blue chips were in the spotlight, with Sony advancing Y100 to Y4,180, Hitachi Y16 to Y794, Alps Electric Y30 to Y1,690 and Canon Y30 to Y1,240.

Electric power and gas issues, which had fared well the previous day because of the firmer yen, turned lower under profit-taking. Tokyo Electric Power lost Y30 to Y1,900, Tohoku Electric Power Y10 to Y1,320 and Tokyo Gas Y2 to Y208.

Brokerage houses predict continued support, hinged heavily on U.S. interest rate trends.

Bond trading was very active reflecting surging U.S. bond prices. The yield on 6.8 per cent government bonds due in December 1994, replacing 7.3 per cent government bonds maturing in December 1993 as the benchmark issues, remained unchanged at 6.35 per cent. But the yield on the 7.3 per cent bonds fell sharply from Monday's 6.65 per cent to 6.45 per cent.

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## NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

[illegible]

• *Journal of the American Academy of Child and Adolescent Psychiatry*, 1999, 38, 10, 1299-1306.



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**Continued on Page 32**

هكذا من الأسفل

(a) Shares are unaffiliated. Yearly highs and lows reflect the previous 52 weeks plus the current week, but not the latter part of the current week. (b) Dividend yield is calculated as the dividend per share divided by the closing price of the stock. (c) Dividend per share or more has been paid, the year's high-low range of the dividend is shown for the stock only. Unless otherwise noted, ratios of dividends are annual disbursements based on the nearest full year.

(d) Dividend also exempt. (e) Annual rate of dividend paid to stockholders. (f) Regularizing dividend. (g) Called—60 new years low. (h) Dividend declared or paid in preceding 12 months. (i) Dividend in Canadian funds, subject to 15% non-residence tax. (j) Dividend in U.S. funds, subject to 30% non-residence tax. (k) Dividend paid this year, omitted, deferred, or no action taken at latest dividend meeting. (l) Dividend declared or paid this year, in the preceding 12 months. (m) Dividend declared or paid this year, in the past 52 weeks. The high-low range begins with the start of trading. (n) Most day dividend P/E—price-earnings ratio. (o) Dividend in U.S. funds, subject to 30% non-residence tax. (p) Dividend declared or paid this year, in the past 52 weeks. (q) Dividend in U.S. funds, subject to 30% non-residence tax. (r) Dividend declared or paid this year, in the past 52 weeks. (s) Dividend in U.S. funds, subject to 30% non-residence tax. (t) Dividend declared or paid this year, in the past 52 weeks. (u) Dividend in U.S. funds, subject to 30% non-residence tax. (v) Dividend declared or paid this year, in the past 52 weeks. (w) Dividend in U.S. funds, subject to 30% non-residence tax. (x) Dividend declared or paid this year, in the past 52 weeks. (y) Dividend in U.S. funds, subject to 30% non-residence tax. (z) Dividend declared or paid this year, in the past 52 weeks.

**every Monday—Only in the Financial Times**



## continued) JAPAN (continued) OVER-THE-COUNTER

CANADA

TORONTO

Closing prices May 21

Sales	Stock	High	Low	Close	Chng
885	Al Pro	\$169	18	18	-
24	Agrio	\$178	18	18	-
400	Agri Ind	\$74	74	74	-
94	Agri Ind	\$100	100	100	-
300	Alu Ind	\$110	110	110	-
322	Alu Ind	\$110	110	110	-
320	Alu Ind	\$110	110	110	-
322	Alu Ind	\$110	110	110	-
320	Alu Ind	\$110	110	110	-
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322	Alu Ind	\$110	110		

ned from Page 31

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MARKET REPORT

# Equities show lukewarm response to Wall Street upsurge to record level

First Last Last For  
Deal Declara-  
May 20 June 7 Ang 29 Sept  
June 10 June 21 June 22  
June 24 July 5 Sept 26 Oct 7  
For rate indications see end of  
Share Information Service  
Trading equities opened in  
convinced fashion yesterday  
following Wall Street's upsurge  
to record levels, which took the  
Dow Jones index through the  
1,300 barrier for the first time.  
An early burst of investment  
enthusiasm swept the FT  
Ordinary share index to within  
three points of its all-time high,  
stagnant on January 22 last, but  
the market soon ran out of steam.

Business became highly selective  
with demand pinpointed on  
stocks known to be in short  
supply. This forced dealers to  
balance their positions and  
reduce long book commitments  
of other leading issues, a move  
which ultimately produced selling  
pressure. Currently, the market  
is dominated by a few key  
sectors, such as Electricals,  
which were affected and Plessey traded  
nervously awaiting tomorrow's  
preliminary statement.

Electric movements in both  
sterling and the dollar were  
another unsettling influence. The  
latter strengthened considerably  
as one stage of the decline in  
favourable U.S. economic data.  
The updated estimate of first-  
quarter GNP was only 0.7 per  
cent compared with the previous  
1.9 per cent. Concern over  
continuing worries over inter-  
national crude oil prices added  
to the indecision—it was  
reported yesterday that Russian  
oil prices had fallen from \$20 a barrel during  
the month.

Equity market activity began  
to falter in mid-afternoon, but  
the tone, which looked nervous  
shortly after 11 am, started to  
improve again. The trend  
continued throughout a slow after-  
noon session when the FT  
Ordinary share index rose to 1,020.2,  
a gain of 4.2 on the day and 4.3 of  
the year level.

The Government's need to  
fund curbed domestic support of  
Gilts-edged securities, but  
foreign demand was  
strong to give prices an early  
lift. A deal of the day was  
a 10 per cent rise in the  
medium-term gilts, at the expense of the  
short and extra-long stocks. The  
gains were later reduced as  
sterling reacted and after a  
quietly after-noon session  
the authorities have issued two  
tranches of existing stocks,  
£150m of Treasury 10 per cent  
2005 and £100m of Treasury  
101 per cent 2005, which will be  
made available to the market  
from tomorrow.

Gerrard & National up

The recent run of poor trading  
in the market continued, with  
Household Finance and Smith &  
Anthony last week revealed  
reduced dividends and sizable  
annual losses, halted by  
Gerrard & National. The  
group announced an increased  
final dividend and profits to

gether with an accompanying  
statement and subse-  
quently advanced to 353p before  
closing 12 to the good at 350p.  
After a disappointing start  
scheduled for tomorrow, gains  
10 to 520p, while Smith & Anthony  
reached a couple of pence to 49p  
and Union added 5 at 705p. Else-  
where, Henry Aulbacher im-  
proved 2 to 65p on confirmation  
of the refinancing proposals.  
Waterbury Investments firmed  
3 to 156p in response to bumper  
profits and proposed 100 per cent  
scrip issues.

Marketing consultancy group  
Holmes and Marchant staged an  
impressive debut in the United  
Securities Market, the shares  
opened some 110p above the  
placing price of 300p and settled  
at 375p for a first-day premium  
of 75. Among other recently-  
issued equities, Anglo Plastics  
gained 11 to 83p on news that  
Kia Building are interested in  
6m shares.

Greenall Whitley fell 9 to 175p  
after disappointing interim  
figures, but other Browne's  
made useful progress ahead of  
Bass's half-year figures, due  
today. Bass touched 577p before  
closing 11 to 574p, while  
Allied Lyons put on 2 to 195p  
after 194p; the latter's annual  
results are scheduled for May 28.  
Scottish and Newcastle added 24  
pence to 522p. Rival takeover  
speculation lifted Rugby Port-  
land Cement 5 to 320p.  
Leading Buildings remained  
in fine fettle following a couple  
of brokers' circulars. Once again  
stock shortages often exag-  
gerated gains and the issues spec-  
ulatively recommended by brokers  
were well to the fore. RMC  
gained 8 more to 404p as did Tar-  
mac to 522p. Rival takeover  
speculation lifted Rugby Port-  
land Cement 5 to 320p.  
John Laing firmed 12 to 232p  
and Alfred McAlpine firmed  
6 to 252p. Timber group Meyer  
International, in which Aus-  
tralia's Adelaide Steamship has  
built up a 4.87 per cent stake,  
closed 14 to 147p before  
profit-taking left the close 2  
pence on balance at 140p.

ICI remained a subdued  
market and fluctuated narrowly  
before edging ahead late in the  
session to close 5 pence on  
balance at 358p. Elsewhere,  
recently-firm Amerham Inter-  
national encountered profit-  
taking and shed 10 to 358p.

John Menzies good

Debenhams remained the  
centre of attention in Stores' as  
speculation continued of an  
imminent bid from Burton; a  
£500m plus management buy-out.  
The shares rose to a new peak  
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**Financial Times Wednesday May 22 1985**

INDUSTRIALS—Continued										LEISURE									
High	Low	Stock	Price	% Chg	Vol	Yld	P/E	Div	1945	High	Low	Stock	Price	% Chg	Vol	Yld	P/E	Div	1945
51	51	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
52	52	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
53	53	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
54	54	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
55	55	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
56	56	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
57	57	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
58	58	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
59	59	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
60	60	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
61	61	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
62	62	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
63	63	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
64	64	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
65	65	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
66	66	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
67	67	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
68	68	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
69	69	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
70	70	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
71	71	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
72	72	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
73	73	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
74	74	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
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77	77	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
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126	126	Martins Universal	22 1/2	0	20	6	12.5	0	132	190	190	Stanton's Ice Cream	10 1/2	0	10	10	10	10	1945
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## FT COMMERCIAL LAW REPORTS

## Improbable submarine not a 'peril'

THE POPI M

House of Lords (Lord Fraser of Tullybelton, Lord Diplock, Lord Roskill, Lord Brandon of Oakbrook and Lord Templeman): May 15 1985

IN DECIDING whether on the balance of probabilities a ship was lost by "perils of the sea," the court is entitled to hold that there is a possibility of the real cause of loss, and that the shipowners have therefore failed to discharge their burden of proof; and if the evidence points to such a conclusion, the court may not hold that the ship was lost for a particular cause which it considers improbable on the ground only that all other possible causes have been eliminated.

The House of Lords so held when allowing an appeal by Mr Herbert David Edwards and Fenton Insurance Company Ltd, hull underwriters, from the Court of Appeal decision upholding Mr Justice Bingham's judgment in *2 Lloyd's Rep 233* that they were liable to Bhesa Shipping Company SA and others, owners of the ship *Popi M*, in their claim for loss of the ship by perils of the sea.

LORD BRANDON said that the *Popi M* was an old ship built in 1952. By 1979 she had become very seriously run down. Since then she had been repaired in an unmethodical way, but the ship as a whole, and her condition in particular, were still in generally wasted condition.

On July 29 1978, *Popi M* left Rouen with a cargo of sugar bound for the Yemen. During the voyage she experienced good weather and light seas except for a few days after passing Ushant and entering the Bay of Biscay.

On August 5 she was in the Mediterranean opposite the coast of Algeria. At about 10.50 am there was a loud noise with accompanying vibration, and large quantities of sea water rushed into the engine room through an aperture in the shell plating.

The main part of the aperture was vertical, extending from below the plates forming the floor of the engine room, and running about two metres up the ship's side. There was also a smaller horizontal aperture.

Upon entry of the water the pumps were put on to the engine room bilges, but could not cope with the flow. At about noon an order to abandon ship was given. The crew went into lifeboats, and were later picked up by a British tanker. At about 6.15 pm the ship sank.

The shipowners claimed against hull underwriters for the alleged total loss of the ship by perils of the sea. They succeeded

before Mr Justice Bingham, and an appeal by the underwriters to the Court of Appeal was dismissed. The underwriters now brought a further appeal.

The sole question was whether on the facts found, Mr Justice Bingham and the Court of Appeal were justified in drawing the inference that the ship was, on a balance of probabilities, lost by perils of the sea.

In approaching the question it was important that two matters should be borne constantly in mind. The first was that the burden of proving on a balance of probabilities, that the ship was lost by perils of the sea, remained throughout on the shipowners. Although it was open to underwriters to suggest or to seek to prove some other cause of loss, there was no obligation on them to do so. Moreover, if they chose to do so, there was no obligation on them to prove, even on a balance of probabilities, their alternative case.

The second matter was that it was always open to a court to conclude that the proximate cause of a ship's loss, even on a balance of probabilities, remained in doubt, with the consequence that shipowners had failed to discharge the burden of proof.

In *La Compagnie Maritime (1923) 1 KB 650* Lord Justice Scrutton said that "if... examination of all the evidence leaves the court doubtful as to the real cause of the loss, the assured has failed to prove his case."

While those observations were obiter dicta only, they correctly stated the law.

The shipowners felt bound to concede that two causes of the aperture, which they canvassed at one time, could be eliminated as impossible.

The first was collision with a submerged rock. That could be eliminated because the ship was navigating in a much-used lane and the charts showed deep water with no rocks. The second was collision with a floating object. That could be eliminated because such an object would have been washed clear of the ship's side by the how wave.

Elimination of those two possibilities left the shipowners with only one remaining possibility, namely collision with a submerged object. An unmarked torpedo was mentioned but not treated as a serious possibility. That left, as the only remaining possibility, collision with a submerged sub-

marine travelling in the same direction as the ship and at about the same speed.

The underwriters tried to prove as an alternative cause of loss that prolonged wear and tear of the hull had resulted in the ship's shell plating opening up under the ordinary action of wind and wave.

Although early in his judgment Mr Justice Bingham referred to Lord Justice Scrutton's observations with regard to burden of proof in *La Compagnie Maritime*, when he came later to the point of decision he did not seem to have considered the solution contemplated in those observations.

Having set out seven cogent considerations which militated strongly against the submarine theory, he then went on to examine the wear and tear theory. His observations were himself as compelled to make a choice between those two theories. He failed to keep in mind the third alternative, that the shipowners had failed to discharge the burden of proof.

With regard to the submarine theory, he stated that it was extremely improbable. With regard to the wear and tear theory, he stated that it was impossible. His language, however, was ambivalent, and it would be more accurate to say that he regarded the wear and tear theory not as impossible, but as one in respect of which any mechanism by which it could have operated was in doubt.

Mr Arthur Conan Doyle in *The Sign of Four* described Sherlock Holmes as saying to Dr Watson: "How often have I said to you that when you have eliminated the impossible, whatever remains, however improbable, must be the truth?"

It was no doubt on the basis of that well-known but unjustified dictum that the judge decided to accept the submarine theory, even though he regarded it as extremely improbable.

There were three reasons why it was inappropriate to apply the *Sherlock Holmes* dictum in a case of the present kind. The first was that the judge was not bound always to make a finding one way or the other with regard to facts averred by the parties.

The second was that the dictum could only apply when all relevant facts were known so that all possible explanations, except a single extremely im-

probable one, could properly be eliminated.

That state of affairs did not exist in the present case. The ship sank in such deep water that a diver's examination of the nature of the aperture, which might have thrown light on its cause, could not be carried out.

The third reason was that the legal concept of proof of a case on the balance of probabilities must be applied with common sense. If a judge concluded on cogent grounds that the occurrence of an event was extremely improbable, a finding that it was nevertheless more likely to have occurred than not did not accord with common sense.

Mr Justice Bingham adopted an erroneous approach by regarding himself as compelled to choose between two theories, both of which he regarded as extremely improbable, or one of which he regarded as extremely improbable and the other as virtually impossible.

He should have borne in mind and considered carefully in his judgment the third alternative which was open to him, namely that the evidence left him in doubt as to the cause of the aperture in the ship's hull, and that in those circumstances the shipowners had failed to discharge the burden of proof.

The Court of Appeal believed that as the judge had referred specifically to *La Compagnie Maritime*, he could not have overlooked the alternative.

Having regard to the way in which Mr Justice Bingham expressed the view that he was constrained to choose between the submarine theory and the wear and tear theory, and at the point of decision did not discuss or consider the third possibility which was open to him, the conclusion was that on this occasion even *Homer* nodded.

The Court of Appeal wrongly credited the judge with giving consideration to a solution of the case which, when coming to the point of decision, he did not discuss or even mention.

The appeal would be allowed. Lord Fraser, Lord Diplock, Lord Roskill and Lord Templeman agreed.

For the underwriters: Geoffrey Brice QC and Michael N. Howard (Hill Dickinson and Co.).

For the shipowners: Anthony Colman QC, Joseph G. Gifford and Alan Pardoe (Horrocks and Co.).

By Rachel Davies  
Barrister

## FT UNIT TRUST INFORMATION SERVICE

## AUTHORISED UNIT TRUSTS

<b>Brown Shipley &amp; Co. Ltd. (a)(b)</b> 9-17 Park Square, Leeds LS2 9PL 0113 244 1111 0113 244 1112 0113 244 1113 0113 244 1114 0113 244 1115 0113 244 1116 0113 244 1117 0113 244 1118 0113 244 1119 0113 244 1120 0113 244 1121 0113 244 1122 0113 244 1123 0113 244 1124 0113 244 1125 0113 244 1126 0113 244 1127 0113 244 1128 0113 244 1129 0113 244 1130 0113 244 1131 0113 244 1132 0113 244 1133 0113 244 1134 0113 244 1135 0113 244 1136 0113 244 1137 0113 244 1138 0113 244 1139 0113 244 1140 0113 244 1141 0113 244 1142 0113 244 1143 0113 244 1144 0113 244 1145 0113 244 1146 0113 244 1147 0113 244 1148 0113 244 1149 0113 244 1150 0113 244 1151 0113 244 1152 0113 244 1153 0113 244 1154 0113 244 1155 0113 244 1156 0113 244 1157 0113 244 1158 0113 244 1159 0113 244 1160 0113 244 1161 0113 244 1162 0113 244 1163 0113 244 1164 0113 244 1165 0113 244 1166 0113 244 1167 0113 244 1168 0113 244 1169 0113 244 1170 0113 244 1171 0113 244 1172 0113 244 1173 0113 244 1174 0113 244 1175 0113 244 1176 0113 244 1177 0113 244 1178 0113 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## COMMODITIES AND AGRICULTURE

## Oil companies predict shaky summer market

By IAN HARGREAVES

OIL COMPANIES are bracing themselves for a summer of weak demand and shaky prices, with some observers now predicting a cut in official prices by the Organisation of Petroleum Exporting Countries (Opec) before the end of the year.

Spot crude prices have already fallen by around \$2 a barrel since the January peak caused by unusually cold weather and a burst of optimism about self-restraint in production by Opec members.

Brent blend, the North Sea market, traded yesterday at around \$26.50, down from almost \$29 in late January.

A survey of opinions among leading U.S. oil companies reveals little optimism that the situation will improve later this year.

The consensus industry forecast now is for little or no increase in oil demand in 1985 or 1986. Oil companies expect that any extra demand will be

in the range of 800,000 to 900,000 barrels a day (b/d) each year and that this will be met by increased deliveries from non-Opec sources. In the first quarter, demand fell one per cent from last year's first quarter.

"There is nothing there at all for Opec in the next 18 months," said one oil industry planner. "They will have to cut to 16m b/d output or even lower."

Although Opec has surprised many in the industry by successfully raising production from last year's 17.2m b/d to an estimated 18.5m b/d in the first four months of this year, it is now widely expected that Opec will have to tighten its belt further this year, or face further price instability. The organisation's official ceiling on output is 18.5m b/d, but it is now in an emergency basis last year.

This state of affairs is continuing to cause serious economic pressures on weaker Opec

members, such as Nigeria, which has been exceeding its permitted quota for several months.

Oil company planners say that the weakening of the U.S. economy will combine with a stabilisation of oil company stocks to produce a no growth outlook in the remainder of this year. They also fear that the next two years will continue to see further delayed action effect of conservation measures set in train following the 1979 oil shock.

Most oil companies now believe that there will be no significant recovery in oil markets before 1990, although several remain confident that in the 1990s, the oil industry will again enjoy rising real prices and even boom conditions.

Short-term nervousness in the industry has recently fed through to Wall Street, where a number of leading analysts have recommended sales of oil company shares.

## European producer zinc prices reduced

By Andrew Gowers

TWO LEADING European zinc producers, Metallgesellschaft and Bilfinger, cut their producer prices by \$30 to \$330 a tonne yesterday, apparently in reaction to a continuing decline in zinc consumption.

Zinc prices on the London Metal Exchange did not react to the cuts, which dealers said were somewhat short of expectations. The LME cash price closed yesterday at \$535.50 a tonne, still more than \$100 below the producer price.

North American producers are expected to react reluctantly to follow the Europeans at least part of the way down later.

Zinc consumption, measured on a 12-month moving average, has been falling for about nine months, while production has been rising. The International Zinc Association said in a report yesterday that last year's market deficit may be eliminated altogether this year.

WEEKLY METALS

All prices as supplied by Metal Bulletin.

ANTIMONY: European free market, 99.5 per cent, \$ per tonne, in warehouse, 2,602.650.

BISMUTH: European free market, 99.99 per cent, \$ per tonne, in warehouse, 5,154.40.

CADMIUM: European free market, 99.5 per cent, \$ per lb, in warehouse, ingots, 0.56-0.82, sticks, 0.84-0.90.

COBALT: European free market, 99.5 per cent, \$ per lb, in warehouse, 11.35-11.50.

MERCURY: European free market, 99.99 per cent, \$ per flask, in warehouse, 285-295.

MOLYBDENUM: European free market, 99.99 per cent, \$ per lb, in warehouse, 1.35-1.40.

SELENIUM: European free market, 99.5 per cent, \$ per lb, in warehouse, 7.00-7.40.

TUNGSTEN: European free market, 99.99 per cent, \$ per lb, in warehouse, 60-65.

VANADIUM: European free market, 99.99 per cent, \$ per lb, in warehouse, 14.25-14.50.

U.S. MARKET: European free market, 99.99 per cent, \$ per lb, in warehouse, 14.25-14.50.

## John Buckley on problems facing Europe's rapeseed industry

## Clouds over the golden fields

EUROPE'S RAPESEED bonanza is running into trouble. Falling product prices, uncertainty over levels of EEC cash support and the threat of cheap foreign oil seed and oil competition have combined to cast a long shadow over the crushing industry.

After years of unbridled expansion, farmers may have to face increasing exposure to the open market, merchants and crushers warn.

That the Common Agricultural Policy's (CAP) rapeseed regime might run out of cash is no new theme but until recently it has been held at bay by a fortuitous series of events.

At this stage, however, a popular "guesstimate" is nearer 1.25 tonnes which, on a 7 per cent rise in area should see a crop of 930-940,000 tonnes, broadly in line with last year's.

Anything less, brokers say, could put crushers in a squeeze, since their capacity has expanded to 600-700,000 tonnes while the export market has grown this season to about 275,000 tonnes.

Much depends on the performance of Britain's EEC neighbours, especially France and West Germany, which have raised areas by 6 per cent and 10 per cent respectively but may also face lower yields due to the weather. Predictions for

Europe in the late summer destined for the key industrial frying-oil market.

At the other end of the pipeline, prospects for European crops are far from bright following a hard winter and a cold dry spring. UK rapeseed crops are now flowering around the country but the stands are far less vigorous than last year and growth in some areas is ten to 14 days late.

It is difficult to gauge the likely impact on seed output but already some observers are making comparisons with the 1983 and 1984 weather patterns when yields fell to little more than a tonne an acre.

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the Community as a whole hover around last year's level of 3.5m tonnes — but that figure could still swing several hundred thousand either way in the next month or two.

Crushers have been keeping a nervous eye on the oil market within the past six weeks that real cracks have begun to appear with a fall of over \$100 per tonne. On the Continent, prices of market leaders soya and palm are teetering on the brink of collapse as traders contemplate bumper new crop supplies swamping the market.

The summer, even the possibility of cuts in U.S. soy acreage has been shrugged off amid the bear sentiment, traders say.

Prospects for rapeseed usage are no brighter as warmer weather cuts animal feed use. While light oil crop markets have kept prices in the \$200s, new crop prices of about \$75 per tonne have left consumers unimpressed.

Merchants have been forecasting a fall in new crop rapeseed prices, perhaps to the \$250 per tonne level at which level Canadian seed was recently offered, but farmers have been reluctant to sell forward until the size of the new crop is clear.

The crusher's plight is plain, however. Caught between slim margins and what seems a retreat in support from Brussels. Like cereals, rapeseed has yet to face the EEC and may well come off lightly at the farm gate. However, processors are deeply concerned about the fall in crush point subsidy, without which their operations would be hopelessly uneconomical.

Last week subsidies were cut to between \$7.14 and \$42.67 per tonne, despite crusher complaints that margins were becoming unworkable. New crop subsidies are \$22.67 per tonne, a fall from 1983/84 farm prices for rapeseed, which will determine the subsidy level, have yet to be agreed.

In past years the Commission has been prepared to pay up to \$170 per tonne in crushing aid, during periods of intense competition but in recent seasons the rate has fallen to between \$80 and \$90 per tonne.

Rapee's critics argue that this has been necessary because of the expansion in EEC rapeseed from 2m tonnes in 1981 to 3.5m tonnes last year. Now, however, the Commission has a dilemma. Should it increase its support for the crushing industry and/or encourage the bulging intervention stores?

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## Pakistan hopes for record rice crop

By MOHAMMED AFTAB IN ISLAMABAD

PAKISTAN IS hoping that its rice crop this season will be all-time high, consolidating its position as the world's third largest rice exporter.

According to the second estimate from the Ministry of Food and Agriculture, production has risen to 3,457m tonnes, a 5 per cent increase from last year's 3,339m tonnes. This reflects a 1 per cent increase in the area cultivated, to 2,017m hectares.

Exports are also expected to be higher than last year. Pakistan traditionally exports about 1.5m tonnes of rice a year, putting it behind Thailand (exporting 3m tonnes) and the U.S. (with 2.4m tonnes) in the world league. The crop is a major foreign exchange earner, and Pakistan's top food export.

Yields remain low by international standards, however, at about 1.7 tonnes per hectare. Pakistan is striving hard to attain a production target of 4.2m tonnes by June 1988, when the country's fifth five-year plan ends. To achieve that will require strenuous efforts to expand the area in production and to boost yields by developing new varieties.

One problem in increasing the cultivated area, however, is that Pakistan's premier rice export, the fragrant long-grained "Basmati" variety, can only be grown in three administrative districts of Punjab province. Yields can be boosted there, but there is simply not enough room significantly to increase the acreage.

Pakistani farmers are also making efforts to reduce post-harvest losses, which currently total between 10 and 15 per cent of the crop, and are looking at possible uses for waste and residues from rice production.

At present, 700,000 tonnes of rice, 5m tonnes of straw and 550,000 tonnes of broken rice go to waste every year. These products can be used for manufacturing carbon and liquid sugar, according to the Government's Investment Advisory Centre.

The Rice Export Corporation of Pakistan (RECP) has concluded an agreement to sell 70,000 tonnes of rice to the Government Trading Corporation of Iran, between June and October this year. Under the agreement Iran has the option to purchase an additional 15,000 tonnes of rice, if required, at a later stage.

Rice deliveries will be made by sea. The two countries have

an overland rail and road route also but its capacity is limited.

## Du Pont grants for European education

MORE than \$500,000 (\$399,883) will be granted by the Du Pont company to institutes of higher learning in Europe as part of the company's 1985 Aid to Education programme. Among the recipients are universities in the UK, France, West Germany, the Netherlands, Belgium, Switzerland, Austria, Norway and Sweden.

The grants are given by Du Pont Chemical Company, the energy subsidiary, in support of education and research in life sciences, polymer sciences, petroleum and mechanical engineering, chemistry, electronics, geology and geophysics.

## Lower sowings to cut U.S. wheat crop

WASHINGTON

The smallest planted acreage in six years will result in a 1985 U.S. winter wheat crop of 1.97bn bushels, with 45.5m harvested acres yielding over 40 bushels per acre, the U.S. Agriculture Department said.

In a summary of its wheat situation report, the department said the total 1985 U.S. wheat crop is estimated at 2.53bn bushels, down 2 per cent from a year ago.

It said production of hard red winter wheat, forecast at a record 1.34m bushels, will not offset an expected 30 per cent shortfall in soft red output and an anticipated 10 per cent drop in white wheat production.

Participation in the acreage reduction programme will be higher in spring wheat areas, but farmers intend to increase plantings because of reduced acreage conservation requirements—30 per cent of the wheat base, compared with up to 50 per cent in 1984.

The U.S. Department of Agriculture is hopeful that the

## Action urged on Kuala Lumpur market reform

By WONG SULONG IN KUALA LUMPUR

MALAYSIAN PALM oil growers and traders, facing the prospect of huge volumes of oil from the estates in the second half of the year, are pushing for an early start-up of the proposed reformed Kuala Lumpur Commodities Exchange (KLCE).

A major step towards the restoration of confidence in palm oil futures trading was taken recently through the registration of a new clearing house.

However, there appears to be some delay over the necessary legislation to be tabled in Parliament, as the Government debates whether it should amend the present Commodities Trading Act or to replace it with a new one.

The current official thinking is inclined towards a new act as the proposed amendments are likely to be extensive, and could prove complicated.

The Ministry of Primary Industries is hopeful that the

necessary legislation will be ready for Parliament's approval in July, but officials are still worried whether there would be sufficient confidence by then to generate meaningful trading volume.

The four-year-old KLCE has been crippled by a massive default on palm oil contracts in February last year, and since January this year there has been no palm oil trading as traders await for the introduction of reforms.

Growers and traders say they are confident there would be interest in the reformed KLCE. They are keen to hedge because of the huge output expected from July to December.

Malaysian palm oil output between January and May is estimated at around 200,000 tonnes a month, but is projected to rise to as high as 300,000 tonnes during the second half.

## LONDON MARKETS

## BASE METALS

IME prices supplied by Amalgamated Metal Trading

## ALUMINIUM

	Official closing (am):	Cash	3 months
1100	1100	1100	1100
1100	1100	1100	1100
1100	1100	1100	1100

Official clearing (am): Cash 1100.5 (1100.5); three months 1100.5 (1100.5); settlement 1100.5 (1100.5). Final Kib: 1100.5. Turnover: 1100.5.

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## FINANCIAL TIMES SURVEY

FINLAND  
ECONOMY AND INDUSTRYKoivisto mandate  
still intact

MR KALEVI SORSA, the Social Democratic Prime Minister of Finland, staged a small quiz for a large gathering of foreign bankers and investment analysts in Helsinki last year shortly before the U.S. presidential election.

"Can you please name a country where market forces operate so freely as to frighten some firms, where there is no international terrorism and never has been, where prayer in schools has been part of daily life for decades, and where supply side economics has been standard operating procedure long before this particular slogan was coined."

"The right reply is not the wonderland of the future outlined in the Republican Party platform in Dallas, but Finland today."

He might have added to be fair, but did not: Which West European parliamentary democracy has had Communists regularly participating in Government since 1945, and which has had a Communist Party in power during the post-war period, is dependent on the Soviet Union for about a quarter of its exports, has built its foreign policy firmly around a treaty of friendship, co-operation and mutual assistance with Moscow, shares a 1,270-kilometre border with the Soviet Union and depends on the

This northern country of 4.9m people benefits considerably from its neutral status and its location between East and West, selling extensively in foreign markets.

By KEVIN DONE, NORDIC CORRESPONDENT

Soviet Union for the bulk of its energy imports?

The answer would again be Finland.

This Nordic country has often appeared to be rather uncomfortably perched between East and West, but the experience of recent years hardly suggests that Finland's geopolitical position has hampered its economic development.

On the contrary, it has benefited in economic terms from its neutral status and its location between East and West.

Finland has consistently outperformed most of Europe in recent years and has enjoyed one of the highest and most stable growth rates in the whole of a fourth year where Gross National Product is again expected to grow by a little more than 3 per cent.

The Finnish economy in fact expanded a little more slowly than expected last year, chiefly because of a disappointing delay in investment, caused by the tight monetary policies pursued by the Bank of Finland, the central bank, for much of the year.

The monetary authorities were concerned, however, to prevent overheating of the economy, which has occurred previously at times of strong international expansion. "The major objective has been to break out of the devaluation/inflation cycle," says Mr Pertti

Sorsa, head of the economics department at the Ministry of Finance.

"We have made progress in this respect, but it is still too early to say if we have decisively broken out of this vicious circle. Next year's wage round will be a crucial test."

Economic growth was sustained last year chiefly by export demand from Western markets. Finnish exports to the West last year grew by as much as 17 per cent, while exports to eastern markets declined by around 12 per cent.

The balancing act of compensating a decline in certain export markets — last year the Soviet Union — with an increase elsewhere — in 1984 the West and in particular the UK, the U.S. and other Scandinavian countries — has been one of the more crucial factors behind the success of the Finnish economy in recent years.

Over the two years 1983-86 with the buildup of the USSR's next five-year plan, the process is expected to work in reverse. Finland's eastern trade is expected to show a growth of some 14 per cent this year according to official forecasts, followed by a further rise of perhaps 9 per cent in 1986.

Such a development will help compensate for the forecast slow-down in exports to western markets, where growth could shrink to as little as 1-2 per cent in 1985-86.

Finland has been more successful than most European countries in avoiding "Euro-sclerosis" — intractable unemployment problems, weak technological development and insufficient adjustment to a changing environment. According to Dr Hannu Haltunen of the European Free Trade Association, the major factors behind the country's progress apart from the special arrangements in eastern trade, have been relatively successful economic policies and an increasing social consensus.

Since 1977 Finland has been able to create more than 150,000 new jobs in a period that job creation has stagnated in most other countries. Unemployment at about 6 per cent is still far below the European average.

The price Finland has had to pay for its rapid growth has been a weaker external balance and a higher inflation rate than in other European countries on average. The most recent indications suggest, however, that it has made significant progress in improving the trade-off between inflation and foreign deficits on the one hand and economic expansion and lower unemployment on the other.

The current account was brought into balance last year and has strengthened structurally according to Dr Haltunen, no longer setting such constraints on economic policy as in the past.

Inflation has also moderated in the face of careful fiscal policies and tight monetary restraints. Prices were still rising at an annual rate of above 6 per cent in the first half of 1985, but the financial authorities are still hopeful of coming down to the OECD average during next year.

State finances have also been kept in order. Finland has never embarked on an unbridled expansion of the public sector in the manner of its closest Nordic neighbours, and as a result Finnish Government



debt in relation to GDP is among the lowest in Europe.

Wage drift remains a problem, however, and pressures are growing, particularly in the public sector which appear to guarantee heated negotiations during the winter, and will provide a new test of the willingness of the major actors in the Finnish economy to continue along the consensus path.

At the same time Finland looks with some concern at the economic upheavals in Sweden. Finnish industry is particularly sensitive to competitive developments in the Swedish economy, and the Finnish authorities were forced into a devaluation in October 1982 as a defensive response to Sweden's dramatic devaluation.

Finland has been a relatively late industrial developer, but

its growth and internationalisation has accelerated sharply during the 1980s. A growing list of companies hitherto largely unknown outside Finland are beginning to make their presence felt abroad.

Finland's direct investment abroad quadrupled between 1981 and 1984, according to the foreign financing department of the Bank of Finland. And during the same period the total number of Finnish companies operating abroad increased by one-third.

Finland's foreign investments have been concentrated on Sweden, the UK and North America, and Finland's Nordic neighbour has proved particularly important for companies first embarking on the process of internationalisation.

THE STANDING of President Mauno Koivisto three years after taking office with the strongest personal mandate ever received by a Finnish presidential candidate is still remarkably intact.

Following into office the redoubtable President Urho Kekkonen, who bestrode the Finnish scene for a quarter of a century from his election in 1956 to retirement through illness in October 1981, President Koivisto faced an unenviable task.

The Finnish constitution is "semi-presidential" and the President has considerable powers in both the forming of governments and the dissolving of Parliament. Just as importantly, under the written constitution the President is leader of the country's foreign policy.

In foreign affairs President Koivisto has uncaringly taken up the line inherited from his predecessors — Presidents Paasikivi and Kekkonen — ensuring continuity and quickly establishing stable relations with the Soviet Union, despite the rapid change of leaders in Moscow.

Domestically, however, he has chosen another path and one very different from the often autocratic President Kekkonen.

"It is evident that he wants to make Finland a clear-cut parliamentary democracy," Mr Kalevi Sorsa, the Finnish Prime Minister, told the Financial Times. "Our constitution is not very clear on that point and leaves it up to the president to decide on how far he wants to go in exercising his powers."

"President Kekkonen went to extremes in using all official and unofficial forms of influence. President Koivisto acts quite systematically in the contrary fashion, he refrains from using power he wishes to belong to government."

The first three years of President Koivisto's six-year term of office have in fact been remarkably uneventful on the domestic political scene, and economically the

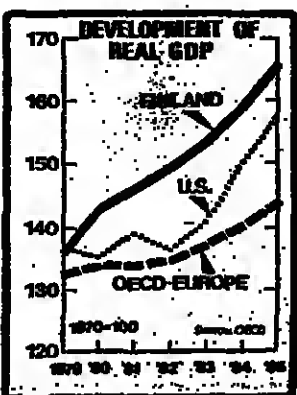
country has been enjoying a period of surprisingly steady growth and prosperity. The President has enjoyed calm in all respects but one — his relations with the media.

His three-year presidency has been punctuated by a series of undignified rows with the press and the state television, which have at times verged on the absurd.

Where President Kekkonen kept the press almost in awe of his office, President Koivisto has chosen to give up much of the aura of authority. The press has undoubtedly felt itself freer to criticise. The President a rather modest and introspective economist, is renowned for making cryptic and enigmatic statements which subsequently lead only to confusion.

"The President feels misrepresented by the press," says one close observer. "He has a tendency to talk in a very intricate way, so misunderstandings are not impossible."

After his recent visit to the UK he was so enraged by one newspaper article that he stormed out of his cabin on the plane on the flight back to Helsinki to remonstrate with the reporter. The picture of the event has already become the press photo of the year in Finland.

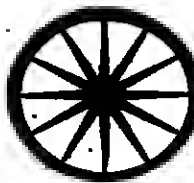
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## FINLAND 2

## Changing faces of the coalitions

## Still speaking with two voices



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THE GOAL is still to remain in office for the entire term between elections, says Mr Kalevi Sorsa, twice Finnish Prime Minister in the 1970s and again head of government since 1982.

Against the background of earlier Finnish history and the frequent changes of government the present four-party Sorsa administration is indeed showing a surprising stability.

The unexpected inclusion after the last election in March 1983 of the small and troublesome Rural Party led by the father and son team of Väinö and Pekka Vainio, had been expected to give the government an uncertain future, but the disagreements seem largely to have been contained within the ranks of the Rural Party itself.

In fact although the faces in Finnish governments changed more rapidly, the country has actually been ruled by coalitions formed around the partnership of the Social Democratic and Centre parties for most of the period since 1937.

When it has suited, parties from right and left of the political spectrum have been included in the coalition. Before the 1983 election the Conservatives (National Coalition Party) led by a strong showing in the opinion polls, were preparing to return to government after a break of 18 years, but failure on election day continued their exclusion.

More often than not the Communists have been included in government since 1964. By late 1982, however, the interminable splits within the Communists' own ranks and their unreliability as a government partner had caused Prime Minister Sorsa to lose patience and they were forced to shun before the election.

The position has not changed since. "At present internal conflicts make participation by the Communists in government impossible," said Mr Sorsa. "Over the past few years the Communists have dispersed, he said. "No serious alternatives to the present coalition are evident. The right is pursuing a more strident policy of opposition, but does not have the strength to topple the government."

In fact the Finnish Parliament has a clear non-Socialist majority, but nonetheless it is the Social Democrats, which currently supply both Prime Minister and President in

practice the Finnish constitution works against "bloc" politics by demanding a qualified majority for most legislative changes. Few laws can be passed without a two-thirds majority in the Parliament, a factor which works in Finland to encourage consensus and agreement across bloc lines. The situation is different to neighbouring Sweden, where block politics is very much the order of the day.

Mr Sorsa says Finnish politics have been marked in recent years by a conscious attempt by the major parties to maintain a low profile. "If other words serious disagreement has been avoided, particularly among the parties in government."

He admits, however, that the result has led—in his own words—"to charges of party uniformity of politics without zest." Recently the parties, both in government and opposition have sought to raise their profiles. Trouble for the coalition has been forecast, but the Prime Minister at least is confident the disputes will not force any change in government.

The government is currently made up of the Social Democrats, the Centre Party, the Rural Party and the Swedish People's Party. The seats in Parliament are: Social Democrats 57, National Coalition (Conservatives) 44, Centre Party 38, People's Democratic League (Communists and Left Socialists) 27, Rural Party 17, Swedish People's Party 11, Christian League 3, Greens 2, and the Constitutional Party 1.

Certainly the last test of electoral opinion—the local elections held in October—was no mandate for a change. Apart from the relative success of the Greens, the election held amidst various trials and allegations concerning corruption in local government—was chiefly notable for its low turnout of voters. (Low by Finnish standards at 73.5 per cent.)

The last poll prompted renewed debate about whether the Finnish population was becoming alienated from politics and politicians.

The issue has taken on wider

implications within the whole debate about consensus in Finnish society. Agreement on foreign policy in Finland is today so widely-based that barely a critical voice is raised and the consensus also blurs the lines in domestic politics.

The need for a two-thirds majority in Parliament often tends to dampen down reforms, which are then only resolved in the forum of the centralised wage bargaining process. Decisions are reached on issues going far beyond the immediate pay negotiations by the main actors in Finnish society, the Government, trades unions, industry and the agricultural organisations—and Parliament tends to be bypassed in the process.

In the last wage round finalised in March last year, issues such as a reform of the unemployment benefit system and shorter working hours were dealt with. The resulting deal included a two-year agreement on wages, one major factor behind the calm of the past 12 months, but it has given rise to more charges of economic policy being made behind closed doors.

Mr Sorsa is seeking a central agreement between the unions and employers in the next wage round and the fight for such a deal is certain to enliven the political debate from the autumn onwards.

Meanwhile, some of the other architects of Finnish consensus have been jumping to its defence. Mr Max Jakobson, until the end of last year managing director of the Council of Economic Organisations in Finland and formerly Finland's permanent representative at the United Nations, is scathing about the recent discussion that "has managed to produce the magic of making broad understanding seem like a national misfortune and strife and disension the road to salvation."

What could be the alternative, he asked recently, "to a policy aimed at strengthening our nation's international competitiveness, curbing inflation and—in this way—improving employment and maintaining a high standard of living?"

An alternative is of course available: it is the alternative of a debt spiral, growing budget deficits, tax increases, sharpening political conflicts and industrial struggles.

## Exports to the West up by 27 per cent

Trade  
OLLI VIRTANEN

FINLAND'S trading partners are usually divided into geographical entities. In recent times the emphasis has clearly been on the Western countries while in the East, meaning the Soviet Union, the trade has stagnated.

Last year, Finland's exports to the West rose by a remarkable 27 per cent while in the East exports suffered a 13 per cent drop. At the same time Finland produced the biggest balance of payments surplus ever.

Total exports, which rose by 18 per cent to Fmk 80.8bn (\$12.4bn), exceeded imports by Fmk 6.2bn (\$964m). Exports per capita reached \$2,550.

The Soviet Union still firmly remains as the country's number one trading partner with 21 per cent of the total volume. Next in the statistics come Sweden, West Germany, Britain and the United States, each of them having 10 per cent or just under of the total.

Trade with the Soviet Union has provided Finland an ideal insurance against recessions in world trade. Conducted on a bilateral basis with no money changing hands, it has grown steadily until the very recent years.

Some 75 per cent of Finland's imports from the Soviet Union consists of oil products and crude oil with another 10 per cent in other forms of energy. So, as imports are paid for the same value of exports, rising oil prices are used to create an automatic formula for increasing exports of manufactured goods to the next-door neighbour.

The arrangement worked well for the Finns during the 1970s and early 1980s when oil prices shot up fast. Now, with the prices tumbling, and consumption in Finland declining, both parties are keen to find more imports from the Soviet Union. This has proved rather difficult and consequently the volume of trade has declined.

Now both countries are searching for new ways to correct the situation. Finnish officials, led by Prime Minister Kalevi Sorsa, have indicated that they would like to under-

take certain projects and deals on hard currency basis.

So far, the Soviets have given only a guarded response to the idea. Other ways to expand trade between the two countries would be increased industrial cooperation and compensation deals.

If hard currencies will not bring relief industrial co-operation probably will. Shipbuilding offers plenty of examples where the Soviet supply raw materials and equipment for vessels built in Finland. The same principle works the other way round, too.

The Finnish shipbuilding company Rauma-Repoli is currently building legs for two massive oil-drilling rigs which are under construction in the Soviet Union. And in the chemical industry, Kemira recently signed a contract to import Fmk 4bn-worth of base materials for fertilisers and export fertilisers back to the Soviet Union for the same value over the next 15 years.

## Joint ventures

Trade officials in both countries have urged more joint ventures in the third countries, too.

In the Western markets Finland's traditional exports, forest industry and metal and engineering products as well as those of the chemical industry, have managed to hold their own well.

Forest industry exports were up 17 per cent in 1984, taking 38 per cent of total exports. The biggest market for the industry is still the UK, which takes a third of its total paper imports from Finland.

High value of the dollar has helped the Finnish producers considerably. Even though most of the exports are not billed in dollars, the high value of the currency has kept North American producers off the European markets.

Metal and engineering industry takes 35 per cent of total exports with the most important items being ships and paper industry machinery. Over the years metal and engineering industry has gained more share of Finland's exports and it is likely to exceed forest industry exports in the near future.

Apart from hydropower and peat, Finland possesses no indigenous forms of energy; thus all of the country's oil as well as gas and coal is imported. Some 82 per cent of Finland's crude oil comes from the Soviet

Union making up 16 per cent of the total imports. All raw materials and capital goods make up almost two thirds of imports.

Perhaps the most surprising feature in imports is that their volume declined last year. Energy imports, for example, were down 2 per cent from 1983. The volume in capital goods imports remained on the same level as the previous year. This is attributed to a more cautious purchasing policy as rising interest rates in Finland forced companies to streamline their stockpiles. Investment activity, however, has remained on satisfactory levels.

Another increasingly popular form of investment activity is to buy companies abroad. Last year Finnish companies invested some Fmk 2bn (\$300m) in foreign acquisitions. Sweden is traditionally "the second home market" for Finnish companies but the U.S. and Britain have also been frequent targets.

With companies becoming more active in foreign markets, Finnish banks have followed in tow. Last year all the major banks set up or expanded their bases abroad. However, the country's insurance companies, which expanded their foreign operations rapidly in the early 1980s, have suffered substantial losses in foreign markets and many of them have quietly scaled down their presence abroad.

The main reason for why the minority has not jumped off the bandwagon is Moscow. The Soviet Communist Party has, along the years made it clear that it wants to see a qualified Communist Party in Finland.

As the situation has become almost unbearable for both factions the final division is now only a question of time.

"FINAL SPLIT in the offing. That prediction, describing the situation in the Finnish Communist Party could well make it to the Guinness Book of Records in the category most frequently published newspaper headlines."

The FCP has spoken with two voices for almost two decades but with the recently elected leadership the party will probably split at last, according to many observers, even by the end of this year.

If and when this happens the pro-Soviet faction will have its seats in the parliament while the more Eurocommunist majority has 11.

Since its birth in 1918 the FCP has had a very colourful history. Due to the then staunchly anti-Communist sentiment in Finland the FCP had to stay in exile in Moscow after the war the FCP gained 49 seats out of 200, their second biggest parliamentary group ever. In the post-war days the FCP was alone in trying to build bridges and foster amity between Finland and the Soviet Union.

Communist Party  
OLLI VIRTANEN

During the next decades the party's vanguard role in relations between the two countries gradually diminished as other Finnish politicians began to cement the relationship. Today practically all Finnish political parties have a "working relationship" with Moscow.

The FCP's umbrella organisation, the People's Democratic League, now holds a total of 27 seats in the parliament, with three of the MPs not belonging to the FCP.

Apart from the fact that the party has lost its pioneering role in relations with Moscow, the FCP has also lost out in domestic affairs. With rising living standards and wide-ranging social security programmes in particular, the Communists do not have a fertile breeding ground for discontent any more. Subsequently they have lost votes to the Social Democratic Party.

So "bickering" among party leaders began instead. The two factions emerged into daylight after the occupation of Czechoslovakia in 1968. The FCP leadership dared to question the wisdom of sending forces in while the Stalinist majority in the party unequivocally supported it.

Since then the trenches have been manned and both sides have fired volleys at each other though many of the minority's shot have been amplified by the cannon of the Kremlin.

The latest crisis and the final march towards the formation of two separate parties, began in 1982 when the long-serving party chairman Aarne Saarinen retired, and made a controversial farewell speech in which he strongly advocated an independent policy for the FCP.

After the short tenure of compromise successor, to Saarinen, the majority dominated the party conference in 1983 and elected Arvo Aalto, the Finnish Communist, most criticised by the Kremlin, as the new chairman.

Right after the conference the new leadership began to fork parallel regional organisations in areas where minorities called the shots. So the small minority now controls the party at its will.

The main reason for why the minority has not jumped off the bandwagon is Moscow. The Soviet Communist Party has, along the years made it clear that it wants to see a qualified Communist Party in Finland.

As the situation has become almost unbearable for both factions the final division is now only a question of time.

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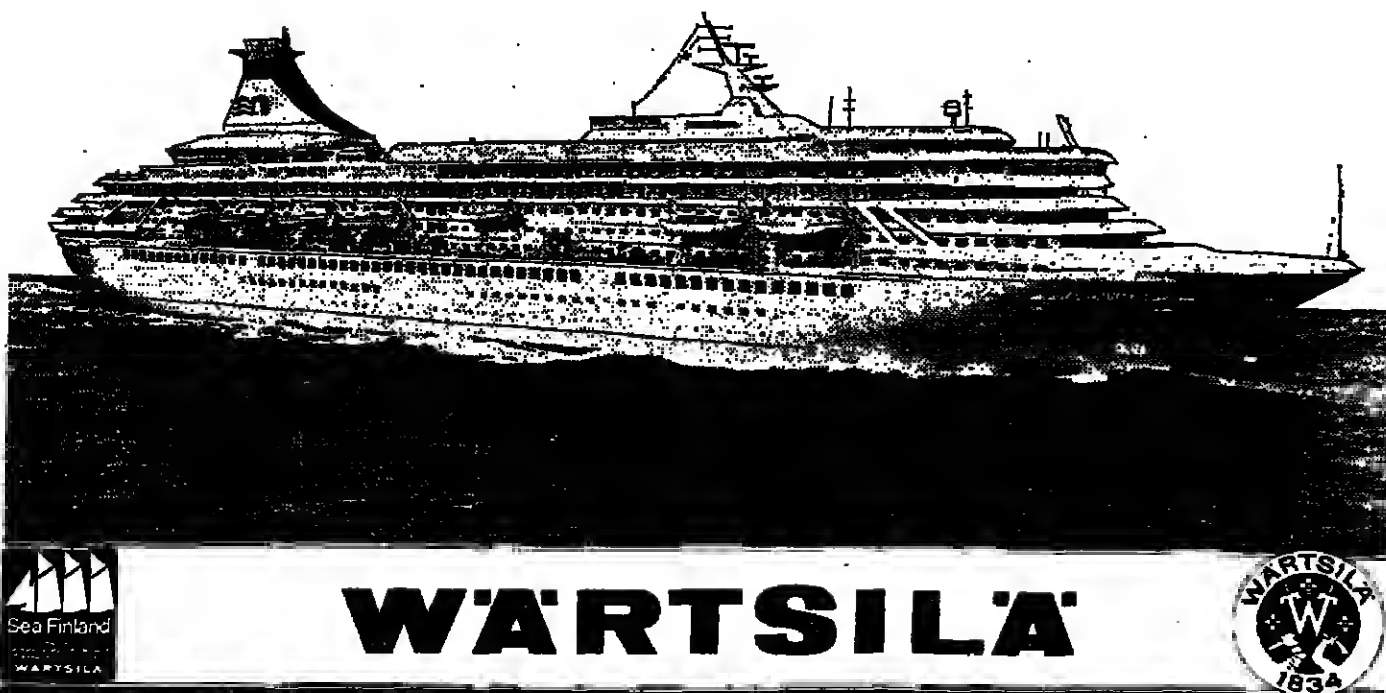
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# Cautious transition to deregulation

**Financial markets**  
KEVIN DONE

FINNISH financial markets are in a period of transition. Gradually the country is moving away from administrative control, low interest rates, credit rationing and an undeveloped capital market.

The transition is cautious and watched over by the Bank of Finland, the central bank, which is a recent convert to reform.

A growing market for deregulated finance has developed. With slower inflation, officially regulated interest rates have become positive—as was usual in the 1950s and 1960s—and new services and diversified investment outlets have emerged.

Parts of the comfortable cushion among the banks remain, but competition has become tougher. With the entry of foreign banks Finnish ones can no longer count on business from major corporate clients.

Even with such changes, however, the market is still small. In spite of such changes, one feature that remains is the tax-free bank deposit system for households where interest rates are fixed with the guidance of the Bank of Finland.

This means that average lending rates are also regulated according to a particular formula. This has been modified to allow banks to reflect part of the higher costs of unregulated funding, but rules out players such as the foreign banks from many operations when they do not have access to the cheap funding base.

**Valid**

"The domestic market is still extremely difficult," says Mr. Rolf Kullberg, managing director of Citibank's Finnish subsidiary. "Interest regulations are still valid on the lending side and funding is conditioned by tax-exempt standard deposit accounts."

"We are out of that market. Our Finnmark funding must come from the expensive free market where rates are close to central bank overnight rates

and above what we are able to charge for lending.

"We can only use the free market for marginal funding."

Unregulated finance began to grow in the late 1970s with the build-up of corporate sector liquidity. Companies began to seek financial assets which would yield a high return and be sufficiently liquid to be withdrawn for long-term real investments.

A "grey market" emerged, although today the Finns prefer to talk of short-term market money or unregulated finance. Mr. Rolf Kullberg, Governor of the Bank of Finland, says "a sceptical and often negative view" was taken initially of the changes in the financial markets. It was finally accepted, however, that the changes were inevitable.

"It is better to guide the transition in a controlled fashion rather than to try to maintain structures which will be forced to give way under the pressure of a changing environment," he told the Finnish Economic Association.

In spite of its history of financial regulation, Finland is

accepting that evolution of markets tends to improve the financial system and the efficiency of the economy.

The stronger role of unregulated interest rates has helped change the way the central bank implements monetary policy with interest rates rather than the availability of credit.

## Relaxed

In 1983, upper limits on average lending rates were relaxed, which allowed the banks to pass on part of the cost of unregulated rate funding. The Bank of Finland was expected to channel more of the unregulated finance through the banking system.

"Five years ago the regulated market was 98 per cent of domestic funding," says Union Bank of Finland international division manager, Mr. Niilo Pellonmaa. "Today it is about 70 per cent of commercial banking and is reducing."

"On the other 30 per cent we have tough competition. On the regulated side you can only compete with advertising, coffee and cakes and handshakes."

Finland therefore runs a dual-rate system. "It is an unavoi-

able phenomenon of the transition," Mr. Kullberg says. Tension between the two parts of the market are unavoidable.

As the importance of the rate of interest increases Mr. Kullberg expects rationalisation of banking, including streamlining of branch networks. The central bank appears far from ready, however, for a complete dismantling of interest rate controls because of fears of instability.

The bank is also not ready to abandon regulation of capital flows because of concern that its monetary policy autonomy may be undermined.

Increased sensitivity of capital flows has been caused by the internationalisation of business and its growing interest rates and price awareness. This, and price competition in the deregulated market has also had other effects helping to loosen the tight bonds between the big banks and corporate customers.

"The relationship is changing because we are getting a more market-oriented banking system," says Mr. Jaakko Lassila, chief executive of Kansallis-Osake-Pankki, Finland's biggest bank.

"With the tremendous increase in short-term money market funds, each company is shopping around."

Mr. Lassila says that in foreign exchange, guarantees and short-term money market funds, the "house bank" rule no longer applies. "On the lending side for long-term investment financing and working capital lending, the old rules still apply. But already in short-term trade finance competition is felt."

He is still able to divide the heights of the Finnish corporate sector into two groups however, one dominated by KOP and the other by Union Bank of Finland. Influence is shared in a third group.

In the KOP camp are big corporations such as Neste, Kone, Finnair, United Paper Mills, Enso-Gutzeit, Rauma Repola, Kemira, Amer, Outokumpu and Hilti. The Union Bank sphere includes Ahlström, Wärtsilä, Schaubert, Kymmene-Strömberg, Effo, Kalkas, Serlachius, Finlayson and Fiskars.

The banks also hold stakes in several listed companies. KOP, for instance, has between 3 and 8 per cent of Pohja, Kantal, Nokia, Rauma-Repola, United Paper Mills and Sponsor.

From their 1984 peaks Nokia shares have shown a fall of 59 per cent, Rauma-Repola 59 per cent, Wärtsilä 36 per cent, Pohja 21 per cent, Kone 11 per cent and Amer 16 per cent.

There are still some big disparities between the shares of free and restricted shares, and according to Grievson Grant, the London stockbroker, "a more efficient interchange between foreign and domestic investors still depends on the progress of the reforms which it was promised would make the stock market more active. This progress has not been made."

Grievson Grant still maintains that Helsinki is a market for 1986 or 1987 rather than 1985. "A market so illiquid as Helsinki has to make offers you cannot refuse."

## Growing pains after the boom

**Stock market**  
KEVIN DONE

FOREIGN investors tempted to buy Finnish equities during the euphoric boom in Helsinki stock exchange in 1982 and early 1984 have had an uncomfortable baptism. The market has been falling for around 12 months and claims from some dealers that the bottom has been reached remain unconvincing.

Helsinki was caught unprepared by the rush of interest from foreign investors, which spilled over from the boom in the neighbouring Swedish stock market. They underestimated the local problems arising from a market, which is much smaller than Stockholm and which is influenced by Finland's own particular taxation and political pressures.

The market is internationalising. Activity has grown enormously and changes are being studied, which could make more shares available for purchase by foreign investors and which could stimulate more interest from domestic investors. But the pace of change is slow and Helsinki has undoubtedly suffered growing pains.

"There was too much in a short time," says Mr. Tapio Nieminen, manager of the securities department at Kansallis-Osake-Pankki, Finland's biggest bank. "It was difficult to explain what happened in Stockholm was not going to happen here. The market is much smaller. The price of free shares (shares available for purchase by foreign investors)

tors) went up too fast. We did not have the free shares available. The market is very thin."

Despite the problems the market is barely recognisable compared with the operations of even the early 1980s. Turnover on the Helsinki stock exchange doubled last year to Fmk 7.5bn from 1983 and since 1980 turnover has risen tenfold from some Fmk 688m.

The market was submerged in new issues last year, which helps to explain the substantial drop in prices. A record 22 new issues were launched raising Fmk 2.88bn of risk capital. Prices have plunged, however. At the beginning of 1984 the exchange began to quote non-restricted shares in a separate series, so that foreign investors could better follow the price trends of shares open to non-residents. The index has not made happy reading.

By the end of April the KOP share index had fallen by 16.4 per cent since the beginning of the year; it was down by 28.7 per cent from the beginning of 1984 and had plunged by some 42 per cent from the peak reached in June 1984.

Both domestic and foreign

investors have been showing much more interest in Finnish bonds than equities in recent months. One of the special features of the Finnish financial markets is the existence of tax-free deposits and tax-free bonds issued by both the state and the mortgage institutions.

With ten-year tax bonds 9.10 per cent, it is hardly surprising that one Finnish analyst concludes: "Finnish investors do not want to take the risks of the stock market when they can get a 5 per cent real yield elsewhere."

Capital gains are also taxable for domestic investors in equities at the marginal income tax rate unless the securities have been held for five years, which also makes the Finnish market more flexible. The turnover of shares issued is still only about 5 per cent a year compared with the 30-40 per cent of some major international stock exchanges.

Foreign investors have been attracted to the 12.5-13 per cent yields available on Finnish tax-free bonds and debentures (tax-free to non-residents) with the Bank of Finland intent on running a tight monetary policy for domestic purposes.

## The biggest listed companies\*

	FIM m
Kansallis-Osake-Pankki (bank)	2,817
Union Bank of Finland (bank)	2,523
Nokia Corporation (industry)	2,034
Oy Wärtsilä (industry)	1,601
Rauma-Repola Corporation (industry)	1,475
Pohja Insurance Company	1,431
Kone Corporation (industry)	1,419
Hilti (industry)	948
United Paper Mills (industry)	896
Kymmene-Strömberg Corporation (industry)	888
Finnish Sugar (industry)	864
Amer Group (industry)	790

\* At March 19, 1985

## In pursuit of foreign rivals

**Banking**  
KEVIN DONE

THE LEADING Finnish banks are spreading their operations rapidly beyond the country's borders both to catch up with foreign rivals and keep pace with the expansion of Finnish industry abroad.

The first cautious steps were made earlier in the company of other Scandinavian institutions through consortium banks in both London and New York. Experience gained in the way of expansion of the banks has combined, however, to allow the big Finnish banks, Union Bank and Kansallis-Osake-Pankki (KOP), to strike out on their own.

In a flurry of recent deals both the main Scandinavian consortium banks in New York have been reorganised. Union Bank of Finland, previously a 25 per cent joint shareholder in the American Scandinavian Banking Corporation, is buying out its partners Den Danske Bank, Sweden's Fikbank and Norway's Christensen Bank in a deal worth an estimated \$30-40m.

At the same time, the Nordic American Banking Corporation, where Kansallis-Osake-Pankki has been a 25 per cent shareholder, appears to be moving decisively under the ownership of Norway's acquisitive Den norske Creditbank (DnB)—DnB has already bought out its partners in Nordic Bank in London.

In New York KOP is now pursuing plans to open its own branch, which it hopes to have in operation by the end of the year. Both KOP and Copenhagen Handelsbank have reached agreement in principle to sell their shares in NABC to the Norwegian partner, although the fourth partner,

Sweden's Svenska Handelsbanken, is for the moment holding its 25 per cent minority stake.

Reorganisation of the ownership of the London-based Nordic Bank has also had a big influence on the recent foreign expansion of KOP. Having sold its share to DnB, the Finnish bank established its own branch in London in 1984—the first foreign branch to be opened by a Finnish bank.

In addition, however, it purchased a substantial share of its Nordic Bank partners' holdings in the Swiss consortium bank Nordnordbank Zürich, increasing its shareholding from 20 per cent to just over 53 per cent.

KOP has an option to buy out the remaining holdings of the other Nordic banks up to the end of 1986. DnB has already sold its remaining holding this year, increasing the KOP stake to 63.16 per cent. According to Mr. Martti Korhonen, joint general manager in the bank's international division, it is only a question of time before Copenhagen Handelsbank and Svenska Handelsbanken also sell their remaining shares.

Private Swiss interests are expected to maintain a holding of about 13 per cent in Nordnordbank.

## Subsidiaries

Last year, KOP also set up a wholly-owned merchant bank in Singapore—it had previously been represented in the Far East through Nordic Bank—adding to subsidiaries already established in Luxembourg and the Bahamas.

With neighbouring Sweden preparing to open its frontiers to foreign banks, early next year, KOP has also established a representative office in Stockholm as the first step towards opening a wholly-owned subsidiary when legislation permits. KOP's chief remaining owner-

ship bank with its earlier Nordic Bank partners is in France, where Nordic banks each own a 10 per cent minority stake in Manufacture Financière Banque Nordique in Paris.

According to Mr. Jaakko Lassila, KOP chief executive, the most important steps abroad have now been taken—the bank has invested close to Fmk 1bn in its foreign network with the most expensive purchase being Nordnordbank Zürich.

Other officials in the bank suggest that KOP must eventually study the question of establishing some sort of operation in Frankfurt—there are signs of the Eurobanker moving from Luxembourg to Frankfurt—and both Hong Kong and Australia are also beckoning.

Mr. Lassila says that KOP is content "for the time being" with its new network of branches and subsidiaries. "Perhaps we will now enlarge our representative offices and extend this network."

Changes in central bank regulations have been instrumental in "allowing the recent rapid foreign expansion of the Finnish banks."

It was only last year that the Bank of Finland agreed to the Finnish banks opening branches abroad—on earlier application by Union Bank to open a branch in Singapore was turned down. In addition, before 1982 Finnish banks had not been able to grant credits to foreign borrowers and were also limited in lending in foreign currency to Finnish borrowers.

To get around these regulations the setting up of the consortium banks and foreign subsidiaries were important early moves for the Finnish banks. The removal of these restrictions progressively since 1982—they were totally removed in 1984—has made it possible to set up branches abroad backed by the full capital resources of the parent bank.

In addition, it is changing the role of the existing subsidiaries

in Luxembourg, which are no longer needed in the same way for foreign currency lending to the banks' Finnish customers.

Union Bank says that in the future "the focal point of international expansion will be on branches." Following the takeover of the New York-based American Scandinavian Banking Corporation, Union Bank is actively considering changing the status of the subsidiary to that of a branch or of setting up a branch alongside ASBC.

## Co-operation

Union Bank of Finland is not giving up the close formal co-operation with its Scandinavian colleagues, however. It has remained a partner in the London-based consortium Scandinavian Bank, where Sweden's Skandinaviska Enskilda Banken (S-E Banken) is the dominant shareholder, and in the Nordic region it has broken new ground by forming Scandinavian Banking Partners with S-E Banken in Sweden and Norway's Bergen Bank.

The three banks—which are taking small shareholdings in each other—have agreed not to set up subsidiaries in each other's countries. Instead they are trying to link the services and networks of the three banks to create a pan-Nordic banking system.

UBF claims that the venture will "open up new possibilities in the form of payment traffic, electronic cash management services and even retail bank cards" once the computer systems of the three banks have been integrated.

For the smaller Finnish banks, such as Bank of Helsinki, Bank of Åland, Shopbank (the savings bank) and Okobank (the co-operative bank) consortium banks still offer the best route to internationalisation, although the state-owned Postipankki, has maintained a subsidiary in London since 1981.

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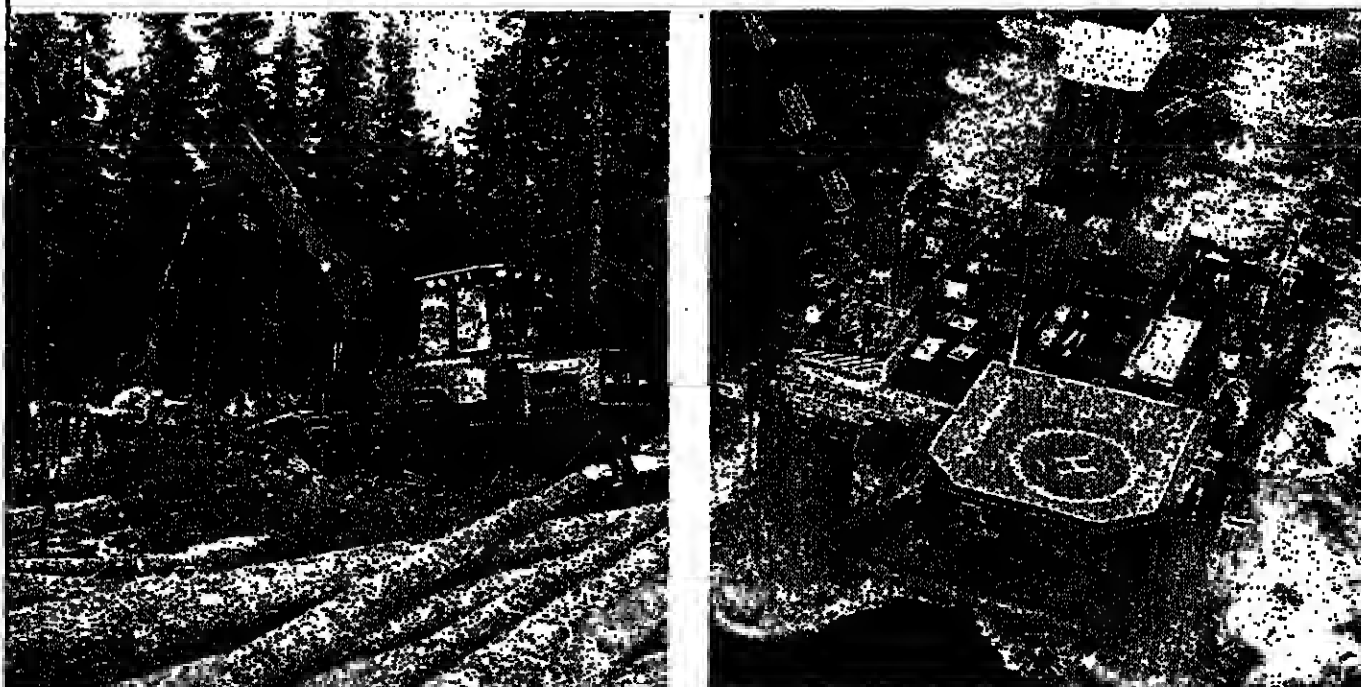
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## FINLAND 4

oy HENRY NIELSEN Ab

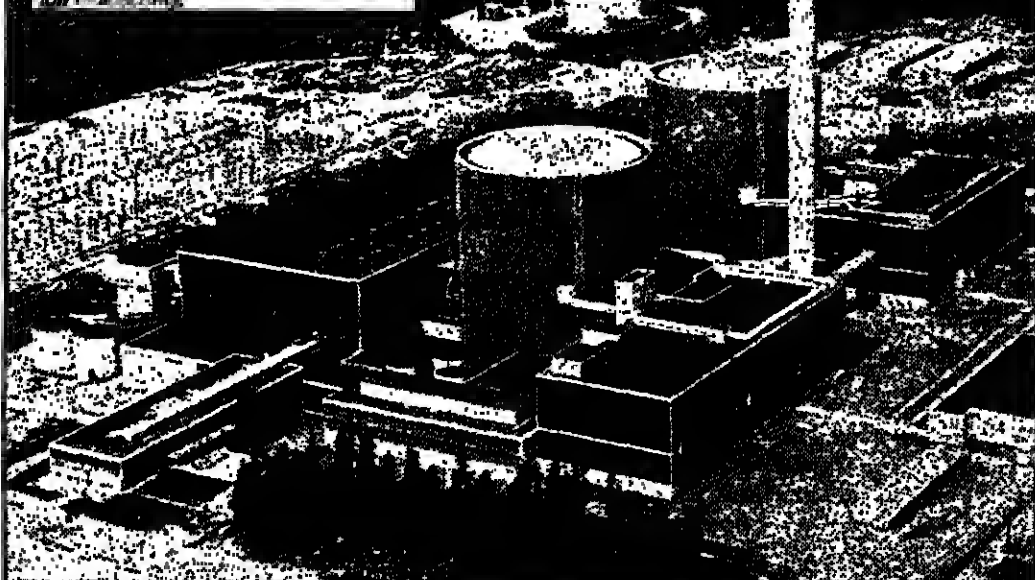
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The Arctic  
OLLI VIRTANEN

AS FINLAND is the only country in the world which has all her ports icebound every winter, it is not surprising that the country is also in the forefront in Arctic research.

Apart from icebreakers, of which it has built more than the rest of the world combined, Finnish yards have also specialised in ice-strengthened vessels. And the latest specialty, Arctic offshore may be the biggest potential field so far.

All Finnish shipyards and many of the shipping companies, too, have now cast their eyes in the Arctic Sea off the Soviet coast as well as on the Northern most parts of Canada.

In theory, at least, Finnish companies seem to be ideally placed in the competition. Icebreaking is said to have a long tradition and the first purpose-built icebreakers were built in the mid-1940s by Wärtsilä, the undisputed leader in the field. Since then research and development in Arctic conditions has flourished taking more varied forms.

So, Finns understandably had a running start when the first commercially viable oil field at Prudhoe Bay, off Alaska was found in 1968. Wärtsilä, which had the only icebreaking laboratory in the Western world at that time, was commissioned to make studies for the Manhattan Project, a plan to transport oil from the north of Alaska by ship to markets in the U.S.

The first lucky strike in the Siberian oil fields was achieved in 1960 but production did not start until the late 1960s. During the last decade and in the early 1980s the Soviets made deliberate efforts to utilise the valuable oil, gas and mineral reserves in the Arctic Sea.

The two geographical areas are very appetising to Finnish companies. Most of the vessels sold to the Soviet Union are ice-strengthened.

And icebreakers themselves have come a long way from the days when all you needed was a powerful engine and a strong hull. For example, the series of five 19,500 tdw dry cargo ships under construction at Wärtsilä yards can alone break ice about 1 metre thick and all the functions aboard operate in



Icebreaker at work. Finland's expertise in Arctic conditions is based on considerable research.

temperatures as low as -50C. Wärtsilä, who have made a total of 53 icebreakers, have also built a river icebreaker which has a draft of only 2.5 metres.

The Finnish companies and also two universities and the state-run Technical Research Centre all have extensive Arctic research units.

The biggest of the facilities is the Wärtsilä Arctic Research Centre, which includes a 77-metre long test basin for icebreaking.

Wärtsilä has also set up an engineering subsidiary in Canada with the aim to sell know-how. At the same time the shipbuilder hopes to win a share of the actual building work for their own yards in Finland. The company's designs include complete exploration, production and transport plans for reserves in the Arctic area. Although they have studied the viability of practically all possible ways of transport in Arctic conditions, they still tend to stick to the concept of breaking ice as the cheapest.

Since the Manhattan Project the company has not made big news in Alaska or in Canada. Nevertheless, Wärtsilä believes that with rising commodity prices activity in these regions will grow.

Valmet, another large shipbuilder, has a different approach. They have recently joined forces with other Western operators who have expertise in offshore work. First they set up a subsidiary in Houston.

Valmet owns 40 per cent of the engineering and consulting company Intec, whose other shareholders include managers of the company. Intec specialises in underwater pipelines and all the technology connected with it.

Another important decision was to sign a co-operation agreement with the London-based Foster Wheeler Petroleum Development, a part of the giant American engineering group earlier this year.

These two developments offer Valmet a possibility to expand their know-how and, perhaps more importantly, with contracts for the yards in Finland. With Foster Wheeler's know-how and Valmet's long-established relations with the Soviet Union (having sold more than 600 vessels to them) the two companies together would have a strong position in the Soviet markets.

Rauma-Repola, known mainly for its oil drilling rig production, has made a similar co-operation deal with Brown and Root (UK), the engineering company which has been involved in construction of practically all the North Sea oil and gas fields.

The largest Finnish shipping operators, the national oil company Neste and the cargo shipping line Effo, have also been actively interested in offshore activities. Effo would be willing to undertake operating responsibility of platforms and also operate supply vessels in the North Sea together with Finnish and Norwegian companies.

Neste is already involved in oil exploration in Texas, the Middle East and the North Sea. With its large fleet of tankers and rapidly increasing oil trading, Neste's interest in the Arctic area is obvious.

While dozens of Finnish companies from clothing manufacturers to designers of complete deployment plans are actively aiming to become involved in the Arctic area, problems will lie ahead. Some independent researchers have already warned that with limited resources Finnish companies should concentrate on fewer sectors and join forces with each other.

At the moment companies are suffering from a mild Arctic fever. Finnish companies are also handicapped by the bilateral trade agreement with the Soviet Union which stipulates that exports must be paid for the value of imports. In the U.S. and Norway protectionist measures tend to keep foreign companies well at bay.

Despite all this the shipbuilders and many other companies in Finland are committed to the Arctic, because they believe it is the only area that will offer great potential for Finnish expertise.

PROFILE: UNITED  
PAPER MILLS

## Major plant in the UK

UNITED Paper Mills (UPM), Finland's second largest forest products group, has stolen a march on the rest of the Scandinavian pulp and paper industry with the construction of a new pulp and newspaper mill in the UK.

Production from the plant, built solely to serve the UK domestic market, has started this month and marks a major turning point in the fortunes of the UK pulp industry, which has contracted rapidly in recent years.

The new newspaper mill, located at Shotton in North Wales at the site of an old steel plant, is one of the most ambitious foreign investment projects ever undertaken by a Nordic forest products group, involving a total capital expenditure of close to £150m.

With an annual production capacity of some 150,000 tonnes, the Shotton mill could supply around 15 per cent of UK newspaper demand. With the run-down of the UK paper industry some 80-90 per cent of demand is currently met by imports with supplies from Finland accounting for some 30 per cent of the market.

Inevitably the Shotton mill will be competing with domestic mills in England for sales in the UK market—a fact that has caused no little irritation among other Finnish forest product companies, most of which organise their foreign newspaper sales through the central selling organisation Finnpap.

According to Mr Ingemar Haggblom, deputy managing director of UPM, the Shotton mill's first priority will be to carve out a significant market for its newspapers in the U.K. market, a fact that has caused no little irritation among other Finnish forest product companies, most of which organise their foreign newspaper sales through the central selling organisation Finnpap.

The mill will be based exclusively on UK raw materials with most of the timber supply coming from the United Kingdom. Consistent with the company's policy of being a "green" company, UPM has secured highly attractive financial terms for the project, including a unique pricing formula for purchasing its raw materials, under which the price it pays for its timber is linked to the final newspaper price.

UPM, with sales last year of Fmk 4.1bn, has consistently been one of the most profitable Finnish pulp and paper groups even during the recession years.

In the boom conditions enjoyed by the forest industry last year group operating profits jumped by 161 per cent to Fmk 400m, and the concern has forecast a further jump of some 15 per cent in sales in 1985.

The group is one of the biggest Finnish producers of wood containing products, paper and is the market leader in converted products such as stationery, sacks, packaging and adhesive tape.

Around 77 per cent of the company's sales are derived from abroad, with its main export markets in the UK (22.3 per cent), the Soviet Union (21 per cent), the U.S. (14.1 per cent), West Germany (9.1 per cent).

Kevin Done

## Foreign sales bring a boom

## Forest products

KEVIN DONE

THE forest industry is Finland's most important export sector with four-fifths of its output sold abroad and its foreign sales accounting for more than 36 per cent of Finland's total exports.

It enjoyed a boom year in 1984 with pulp and paper companies able to reap the reward of both the recovery in the international economy as well as the strength of the U.S. dollar, which has given the Scandinavian producers enviable competitive advantages against their rivals in North America.

Demand for paper strengthened to such an extent last year that the Finnish paper industry was able to operate at full capacity for much of the year with the value of paper exports jumping by 26.9 per cent in value to Fmk 13.1bn helped by a 17.2 per cent volume increase to 4.7m tonnes. Exceptionally high demand in the U.S., the world's biggest paper consuming country, eased competition pressures in Europe, Finland's most important market—and also created new export opportunities to

## North America.

With demand strong for pulp as well, Finnish producers managed to raise the operating rate of Finnish mills to 85 per cent in 1984, from only 81 per cent in 1983. Total production of chemical wood pulp rose by 9 per cent in volume to 4.77m tonnes.

Pulp prices have been weakening since the last quarter of 1984, however, as a result of excess capacity worldwide. A new plant has come on stream in Finland with the start-up of the second Metsä-Botnie pulp mill and new capacity has also been commissioned during 1984/85 in North America, South Africa, Czechoslovakia and Portugal.

Despite a modest expected growth in the market, the operating rate of the Finnish pulp mills therefore could fall slightly this year, whereas paper exports are forecast to rise by around 5 per cent. Capacity utilisation in the paper industry rose to 93 per cent from 82 per cent in 1983 with more or less full utilisation in the case of magazine papers.

Enso Gutzeit, Finland's biggest forest products company, which returned to profit last year after making losses for much of the last decade, says it is "cautiously optimistic" about its prospects for 1985.

"There are already signs that the upswing in the forest industry is coming to an end," says Enso, "on the other hand the economic trend in our main market, Western Europe, will be satisfactory, at least for the early part of 1985. The strength of the U.S. dollar will also give a competitive advantage over North American producers."

Overall, the total value of Finland's forest industry exports jumped by 17.5 per cent to Fmk 29.5bn last year with an increase in volume sales of 8 per cent. According to the Central Association of Finnish Forest Industries, export earnings are expected to show a further rise of 7 per cent this year with an increase of 3 per cent in volume.

Despite the big cyclical improvement in the industry's fortunes in the last two years, Finnish pulp and paper producers still face considerable structural challenges in maintaining their position in the world industry, not least given some of the competitive advantages currently enjoyed by pulp and paper producers in neighbouring Sweden.

According to Mr Heikki Salonen of Jaakko Pöyry, the leading forest industry consultants, the profitability of the Finnish industry has consistently been below that of the Swedish pulp and paper pro-

ducers, and the Finnish companies have been less able to extract the full advantage from the cyclical booms of the industry.

Finnish companies have far weaker balance sheets than their Swedish neighbours. "The main problem is the very weak financial structure of the industry," says Mr Salonen. "The return on equity has been close to zero for many years or even negative."

In earlier years it has been easier and cheaper to raise debt rather than equity capital, but now we have jumped from negative interest rates to some of the highest positive interest rates in the world with a huge debt burden in the balance sheet."

According to a recent study of the financial performance of the forest-based industry published by Jaakko Pöyry, U.S. companies had the highest average return on total assets in the five years from 1979 to 1983 at 11.5 per cent, followed closely by Swedish companies at 10.6 per cent.

Out of the other big exporters Canada performed relatively well at 9.9 per cent, but the Finnish product groups lagged far behind with a return on total assets of only 7.2 per cent.

Finnish companies have been investing heavily, however, for several years both to more fully integrate the basic pulp industry with a move into higher value added products, and in order to combat the rapid rise in costs suffered especially during the 1970s. As a result both the Finnish and Swedish industries can boast some of the most modern and efficient production capacity in the world.

Figures produced by the industry's central association illustrate the graphic changes in the industry's structure in the last couple of decades. In 1960 some 40 per cent of the forest products accounted for around 38 per cent of total exports of forest products, by 1985 the share has fallen to 25 per cent and for the year 2000 the association is forecasting a share of only 15 per cent.

A similar trend is discernable for pulp, with its share of exports falling from 25 per cent in 1960 to 13 per cent in 1985 and perhaps only 10 per cent by the end of the century.

Paper, board and converted products, on the other hand have steadily raised their share from 37 per cent in 1967 to 62 per cent today and are projected to reach 75 per cent in 15 years time.

At the same time that there has been this very substantial shift in the structure of exports towards more highly processed products, the industry's overall

volume of output has increased 2.5 times.

This gradual transformation of the industry's product mix also implies big changes in the nature of the demand for the products, such as Finnpap, Finncell and Finnpaper. Built up as long ago as the 1920s when the individual companies were too weak and inexperienced to sell in Western markets, they are coming to perform a lesser role as the companies become more specialised.

The internationalisation of the industry will also gradually undermine centralised selling policies. With its new newspaper mill in the UK, United Paper Mills, for example, will be competing directly with Finnpap in the UK market.

If Finland is to remain one of the leading forest industry countries and avoid becoming a marginal supplier increased investment abroad must be seen as a necessity."

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# Leading position in world trade

## Fur Industry

KEVIN DONE

IN LESS than two years Helsinki has established itself as the world's leading auction centre for the international fur trade, outstripping rivals such as Copenhagen, London, Leipzig, New York and Toronto.

For close to 20 years Finnish fur sales were handled through the Copenhagen auctions, but during the second half of the 1970s the industry made the major strategic decision to move its centre of operations back to Helsinki, a transition finally completed in 1983.

Built at a cost of around FM 200m, the Helsinki fur centre has quickly carved out for itself a major share of the world market. In the year to the end of November 1984 Finnish Fur Sales, a sales organisation owned co-operatively by the country's fur farmers, marketed some 7.3m skins with a total value of \$249.3m.

During the same period the total auction sales of farmed fur skins worldwide amounted to some \$779m, giving Helsinki around a third of the world trade in farmed fur skins.

Around 500 buyers from more than 20 countries attended the January auction and with purchases of more than FM 600m created the world's biggest fur auction to date.

The Finnish fur industry has grown rapidly in the last 15 years with an extraordinary expansion of fur farming in particular in the west of Finland. Around three-quarters of Finland's 5,600 fur farmers are concentrated in just one western province, Vase, along the coast of the Gulf of Bothnia.

In the space of a couple of decades they have built up an infrastructure and expertise, particularly in fox farming, which is virtually unrivalled in the world. The industry has become a vital factor in supporting employment, particularly in rural areas. It has provided a secondary income for many families also engaged in agriculture or craft industries and supports several thousand jobs indirectly in sectors such as engineering and transport.

### Rivals

Finland has become the leading supplier of farmed furs to the world market, providing no less than 87 per cent of all fox fur and around 16 per cent of mink pelts. The Finnish producers have developed a particular grip on the production of fox furs, easily outperforming their traditional rivals in Scandinavia, Poland and the Soviet Union.

Since 1975 world production of blue fox furs has grown from 985,000 skins to around 2.7m. In the same period Finland has raised its own production from 400,000 to 1.5m. With the addition of 4.4m mink pelts

May—"has had a very successful season. Mink prices are around 20 per cent higher and fox prices have risen by some 25 per cent."

After the difficult years in 1982 and 1983 the industry appears to have stabilised. Fewer newcomers have started up in the last two to three years and most of the farms have reached a viable size, although the sector is still very much dominated by family operations. Fur sales new account for around two per cent of Finland's total exports and most importantly much of the foreign demand comes directly from countries with which Finland traditionally runs a large trade deficit, such as Japan, South Korea and Hong Kong.

The U.S. and the Far East have further strengthened their position in the international fur trade in the last couple of years with the manufacture of fur garments becoming increasingly concentrated in the Far East.

According to Finnish Fur Sales the position of Western Europe weakened during 1983-1984 and West Germany, which accounted for around a third of Finland's sales of mink skins

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in the 1982-83 selling season, bought only 16 per cent during the 1983-84 season.

Exports to the U.S., Hong Kong, Italy and the UK were around the same level with each accounting for 10-15 per cent of the total. When the furs are ultimately sold as garments, however, there are two countries which clearly dominate, the U.S. and Japan together accounting for half the mink skins and two thirds of the foxes sold from Finland.

At recent auctions especially high prices have been won for new shades of fur based on fox breeding mutations. "The international fur trade is always after new things and is ready to pay very fancy prices," says Mr Moisaner.

Furs with outlandish names such as Golden Island Shadow Fox have sold during this season for as much as FM 5,200 per skin, but there were only seven skins for sale. A small number of Platinum Cross fox pelts fetched FM 3,500 per skin.

Such exotic prices are the exception, however. Mere normal blue fox furs fetch around FM 350 per pelt with

mink pelts recently attracting prices around FM 220 per skin.

One reason why the industry has grown so fast over the last two decades has been the farmers' willingness to pool their resources by forming a series of co-operative ventures to look after everything from joint research into improved breeding techniques and feed analysis, to veterinary, insurance and financial advice, common sales and marketing and joint purchase of feed and equipment.

One weakness, however, is the fact that domestic production of animals has now surpassed local supplies of feed—the industry's raw material—and the farmers are having to buy increasing amounts of feed abroad, pushing up costs against competitors such as Denmark.

A subsidiary of the farmers' co-operatives has already been established in Scotland for the freezing and storage of fish offal to secure new supplies and large amounts of fish offal are also imported from northern Norway and the Soviet Union, while slaughter offal comes from Denmark and Sweden.



Mink at a fur farm near Helsinki.

## Phenomenal growth in electronics sector

### Electricals

DAVID BROWN

advances in funds transfer services by Finland's banks, coupled with decisions by the Nordic public telecommunications agencies to develop advanced digital switching technology, led to a new phase of growth in the 1970s.

Scandinavia became one of the world's most advanced in retail banking services during this period, helping Nokia emerge as an early leader in the bank automation field. In communications, where the group had by now already developed advanced telecommunications equipment, mobile telephony became a new growth area.

In 1982, Nokia acquired a majority stake in Mobira, a leading producer of mobile telephone equipment with a large Nordic presence. Moreover, it carved out a 60 per cent market share in the UK.

The company recently concluded a joint venture deal with

Tandy of the U.S.—the two companies have started production in South Korea and a big expansion in the U.S. now appears within reach.

In the Nordic area, Nokia is the largest microcomputer manufacturer, helped by its acquisition last year of Luxor and Salora. It is already providing terminals and PCs to Northern Telecom as part of that group's office system being marketed in Europe.

Elsewhere in the electronics sector, a number of smaller companies have achieved impressive growth by carving out specialised market niches.

The Lohja Corporation, for example, has become a world pioneer in the commercial production of polymer hybrid circuits—developed in connection with its electroluminescent display technology. Aspe, another manufacturer of custom-designed hybrid circuits, has also captured sizeable European market shares.

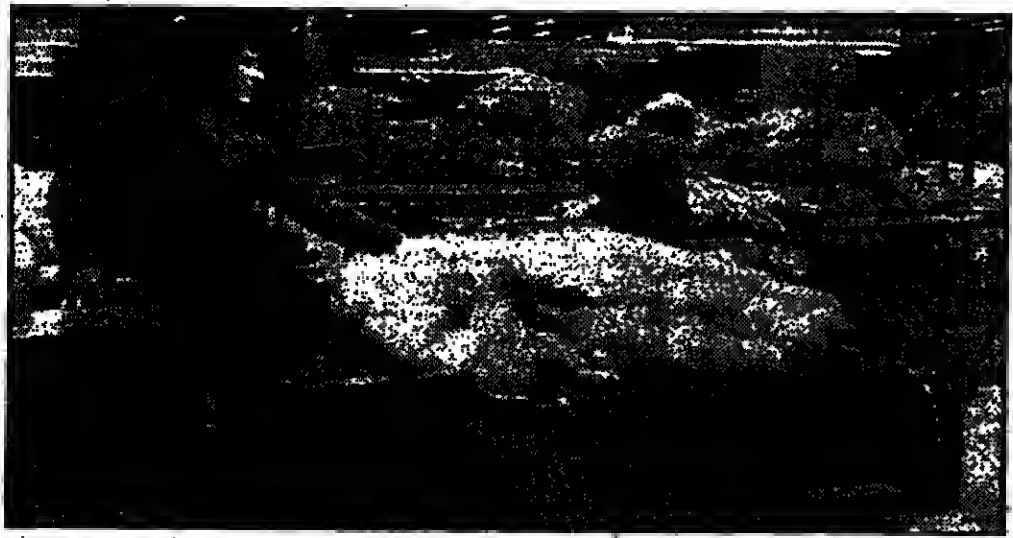
Finland's traditional strength in the forest products industry has led companies such as Ahlstrom and Valmet to emerge as leaders in process control technology.

Salora has become the first company in Europe to deliver two-way pay systems, while Vaisala, the instruments company which sells some 95 per cent of its production abroad, has independently developed an entire range of specialised interfacing sensors.

In more traditional electrical engineering fields, Kone, with annual sales of FM4.1bn, spread in subsidiaries around the world, has used microcomputer technology to introduce a number of sophisticated lift control systems.

Stromberg, Finland's leading manufacturer of electrical machinery with annual sales of FM5.1bn, has suffered from sluggish growth, with sales climbing only 2 per cent last year. Profits, according to Mr Matti Ilami, the managing director, were "unsatisfactory," but an improvement is expected this year.

Although Stromberg is still primarily a producer of power plant generators, transformers and electric motors, it has made a serious attempt to introduce new technologies in an attempt to make its products cheaper to operate and more competitive.



Sorting mink furs. The move of the auctions to Helsinki from Copenhagen indicates Finland's advance in the international fur trade.

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## FINLAND 6



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## Profitability still a problem

**Engineering**  
LANCIE KEYWORTH

THE metal and engineering industry, which embraces mining, steel and metals, manufacturing metal goods, machines, electrochemical products, and transportation equipment, including ships, had a good year in 1984, and expects a repeat performance in the current year.

Reviews of the metal sector, the term generally used for this conglomeration of industries, still tend to preserve a view of the old generalisations which should now be buried once and for all.

The metal sector is not dominated by demand from the Soviet Union, though the USSR is still its largest and most important single export market. Although some exceptional factors have played a role, 1984 has shown, and 1985 will confirm, that the metal sector does not necessarily follow the old cyclical rule of lagging behind the pulp and paper industry in its highs and lows.

The metal sector was once

regarded as the late, unexpected child of the Finnish economy, conceived because of the engineering-dominated war reparations deliveries (some U.S.\$670m, in 1938 values) that had to be paid to the Soviet Union.

When this gigantic task had been completed in 1952, the Finns started to use the surplus production capacity by selling the same goods to their Eastern neighbour which they had had to deliver free for the past six years. Thus, metal sector exports were originally Soviet dominated, but over the years this weakness was corrected.

In 1984, the value of metal sector exports rose by 13 per cent to Fmk 28.7b (25.5b), accounting for 35.5 per cent of total Finnish exports. For comparison, the forest industry accounted for 37.9 per cent of total exports, only slightly ahead of metal. But the forest industry's import input in its production is much smaller than the metal sector.

Western Europe took 49 per cent of total metal sector exports. The Comecon countries 29.1 per cent and other market economy countries 22.1 per cent. The percentage distribution by individual countries was: USSR 27.2 (the decrease

of about one-fifth was exceptional), Sweden 15, U.S. 12, UK 9, Norway 7, and others 29. Some 60 per cent of total metal sector production was exported, and 80 per cent of total production comprised investment goods.

### Good outlook

"The outlook for 1985 is equally good," says Mr Harri Malmberg, managing director of the Federation of Finnish Metal and Engineering Industries. "Domestic demand is expected to revive and this supported by a 10 per cent increase in deliveries to the Soviet Union should take up the possible slack in Western demand."

However, the problem of weakened profitability persists. The price index for engineering industry exports has been stable for three years, but there has been a perceptible rise in the domestic cost level. To remain competitive, firms have not been able to pass these cost increases on to clients.

Metal, the late child, no longer has to blush at the thought of jostling in Western engineering markets with the old giants of the sector that have held sway for so long. For instance, Finland is now as well known for its icebreakers

and luxury cruise liners worldwide as it traditionally has been for its pulp and paper.

Rauma-Repoli, the forest products and engineering company, built the world's first oil drillship designed for work in Arctic waters. Finnish paper and board machine exports to North America are increasing.

Looking ahead, Mr Matti Kauppa, chief executive of Valmet and president of the Federation of Finnish Metal and Engineering Industries, says "domestic demand must strengthen until the end of 1986 to prevent the present positive situation from deteriorating. One way in which this could be done is release the corporate investment reserves now frozen in the Bank of Finland."

It was the unexpected decrease in new domestic investment that kept the growth of GDP (gross domestic product) down to 3 per cent in 1984, instead of the expected 4.5 per cent. Adaptability is a requirement. Order books are down to half a year's production and delivery times are being cut. This makes for improved cash flow, but also requires what Mr Malmberg calls the "just-in-time" principle in trading.

### PROFILE:

**RAUMA-REPOLA**

## Sea and forest slogan pays off

"TAKE your share of sea and forest" is the slogan which Rauma-Repoli Oy promoted its new rights issue this year which raised its equity from Fmk 600m to Fmk 946m (\$110m). Later, perhaps in June, the company will seek a listing on the London Stock Exchange with a private placement of up to Fmk 100m.

The issue slogan aptly describes Rauma-Repoli Group's structure and strategy. In terms of consolidated net turnover (Fmk 7.4b in 1984), R-R is the second largest private industrial sector group in Finland, concentrating on activity relating to the sea and sea bed and the forest.

Each of its two industrial groupings has two divisions: shipbuilding and offshore and the engineering divisions, and the pulp and paper, and mechanical woodworking divisions.

"Until the 1970s," says Mr Stig-Erik Bergström, executive vice president and chief financial officer, "we didn't export much. Our international profile was low. Late in that decade we really entered an internationalisation phase and raised our international profile."

### Shake up

After two bad years in 1981 and 1982, there was a management shakeup. The group's operations were streamlined, financial control was tightened, and units that were unprofitable or not connected with the main business were sold. Technology was moved off.

In 1983, the result before appropriations was lifted from a loss to a profit of Fmk 104m, and in 1984 profits soared by 289 per cent to Fmk 394m.

Export and foreign subsidiaries accounted for 70 per cent of net sales, with the shipbuilding and offshore and pulp and paper divisions turning in the best performance. "The target for the current year is a result at least as good as that of 1984. Liquidity is good."

Net liabilities were reduced to 40 per cent of net sales in 1984 from 60 per cent in 1983. The peaks of forest machine and forest products production never coincide, and Soviet trade, which is considerable, does not fluctuate in parallel with Western business cycles. Thus, the outlook for stable development is healthy," says Mr Bergström.

Internationalisation will continue. Last year R-R bought the forest machine production plants of Kymmene Industri from Strömberg of Sweden, which made R-R the world's leading manufacturer of forest machines. Early this year it acquired Sterling Coated Materials of the UK, which made it the largest manufacturer of all-core papers in Europe. It has since taken a 25 per cent interest in St Mary's Paper Inc of Canada.

In the U.S. R-R bought out Kamyrr in Kamyrr-Neles Inc and now fully controls the marketing of its high technology Neles valves in North America. Neles will probably build its own production plant in the Far East in the near future.

While the offshore business continues to produce wind-submersible and jack-up rigs, it is focusing attention on solving the technical problems of harsh production conditions in the Arctic. The aim is to reduce the need of large and vulnerable production platforms on the surface.

Lance Keyworth

### PROFILE: NOKIA

## Exports show strong growth

NOKIA is Finland's largest private industrial corporation and its largest employer, with a workforce of 23,000.

It is quickly expanding high technology business while attempting to maintain growth in forestry, chemicals, cables and electrical engineering.

The company has one of the country's highest levels of research and development spending, reaching 17 per cent of turnover. Exports make up 56 per cent of total sales, which have grown by 25 per cent over five years.

In spite of slow economic growth in 1984, turnover climbed by 35 per cent to Fmk 9.4bn, helped by several major acquisitions. Nokia's activities fall into two main areas: a fast-expanding high-technology sector including the electronics division, and the more stagnant traditional engineering.

The group's net profit last year fell by 15 per cent to Fmk 85m in the face of weak demand in its base industries and the failure of its Mobira mobile radio division to meet higher production targets following extensive investments.

### Streamlining

In spite of success in building up the high-technology side of the group, Nokia's traditional business areas still account for some 40 per cent of turnover. Improvements here will largely depend on streamlining production, according to Mr Kari Kairamo, the managing director.

Nokia is one of Europe's three largest producers of soft tissue paper and was able, through rationalisation, to improve profitability in spite of higher pulp prices last year. The chemicals division, which mainly produces bleaching chemicals for the Finnish forest industry, expects stagnant demand in 1985.

The market for cables remained stagnant, while heavy world overcapacity led to price competition which has kept down margins. No substantial improvements are expected in the cable machinery, robotics or metal products divisions, which together generate about 9 per cent

of turnover.

Nokia plans to continue heavy investment this year and sees only a moderate recovery in profits. The board has given approval for a foreign issue of up to 550,000 shares but no firm plans have been made.

The electronics division, which last year claimed 66 per cent of R & D spending, expects turnover to climb by as much as 60 per cent in 1985.

After its acquisition of Salora and Luxor early last year, the group became Scandinavia's largest manufacturer of personal computers and colour televisions. It is also a leading producer of radio telephones and modems.

With a limited home market, Nokia is relying on international expansion through acquisitions and co-operation pacts as the key to its future. Roughly two-thirds of its high-technology sales are generated abroad.

Competition is heavy in all business areas, and by international standards, many of its subdivisions are quite small.

The information systems and telecommunications divisions compete with the much larger IBM Ericsson of Sweden in the Nordic region, for example, but they have had notable successes.

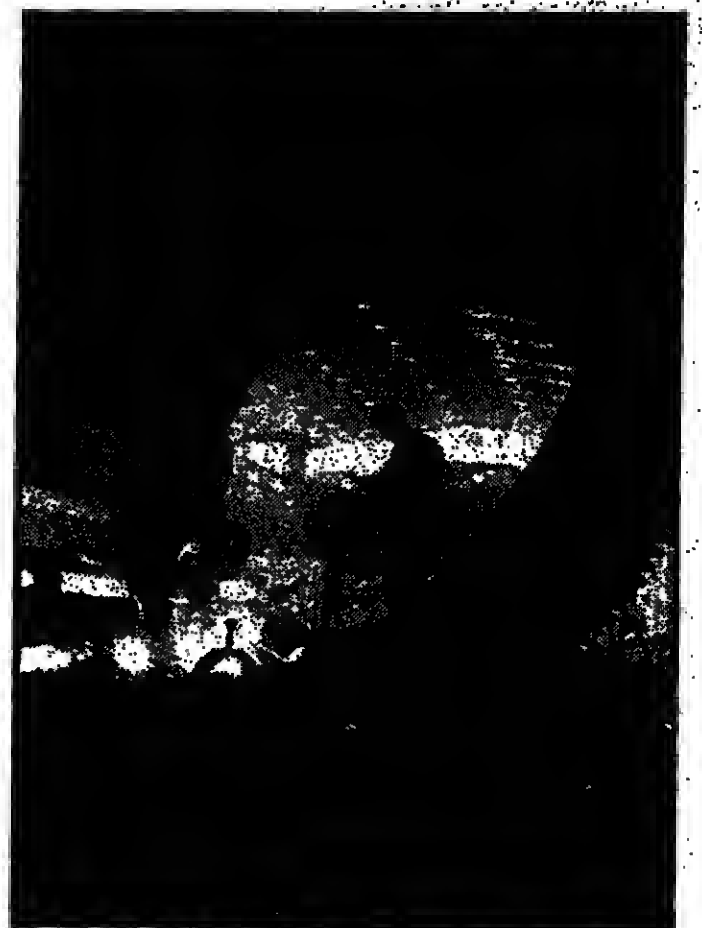
A joint venture with Tandy which has opened up the U.S. market, and several new contracts mean Nokia expects significant growth for its Mobira mobile telephone unit.

The group is using Luxor's extensive retail network in Sweden to market personal computers, but although Luxor and Salora's TV production has been merged a great deal of rationalisation remains in purchasing and marketing.

The group's future is closely tied to the performance of these divisions. Mr Timo Koski, new president of the electronics unit, says a levelling off period can be expected from 1986.

The major challenge will be to balance Nokia's need to become big enough to be internationally competitive against the difficulty of rationalising and managing fast growth, he says.

David Brown



Work at Rauma-Repoli's Pori factory. The plant is a big supplier of machines and equipment to the pulp industry.

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## FINLAND 7

Profile: Stockman - store with a diplomats' hot line  
Speedy service to Moscow

"IN MOSCOW you don't go shopping, you go searching," says one Western diplomat based in the city. As often as not the search ends in Helsinki, or more precisely at Stockmann's the city's leading department store.

For many foreigners living in Finland, Helsinki seems to be epitomised by Stockmann, a store unremarkable perhaps by the standards of most Western capitals, but for Moscow's expatriate community a lifeline to Western consumer goods.

Each evening at 5 pm the Trolley night express pulls out of Helsinki bound for Moscow's Leningrad Station—a journey of 16 hours—and each night it is carrying goods from Stockmann, during the year about 17,000 parcels.

Business is booming and sales increased by about 30 per cent last year, helped by much more active marketing

in Moscow. Stockmann's export department came into existence before the Second World War but it was not until the 1960s that business properly began to flourish with the establishment of many new embassies in the Soviet capital.

Stockmann is part of a group with interests in wholesaling, mail order, food stores, furniture production and car distribution. It is Finland's equivalent to a combination of, say, Harrods and Peter Jones in London, and has the second largest bookstore in Europe after Foyles. Group sales last year were Fm 1.4bn (\$222m).

The store group's exports amounted to some Fm 24.5m last year and more than half of this was accounted for by the Moscow trade. Stockmann will apparently provide almost anything—given sufficient notice. Foreigners in Moscow

order goods ranging from children's clothes and nappies to toiletries, furnishings, office materials and car spare parts. Fresh food, such as salads, bread and milk are in particular demand—Moscow's sterilised milk is especially unpopular.

When the U.S. Embassy needed a wreath of fresh flowers in a hurry over one weekend for the funeral of Yuri Andropov it turned to Stockmann. The store supplies complete dinner parties down to toothpicks and paper napkins and will even supply wedding rings to order.

For visitors from Moscow Helsinki is the nearest service point in the West. They travel to the city for medical help, to visit the dentist and the optician or to get the car serviced.

One Western diplomat based in Moscow for five years has seen two of his three children born in Helsinki, and for

Kevin Done

## Foreign acquisitions by giants

Chemical industry  
LANCE KEYWORTH

THE CHEMICAL industry is about the same age as independent Finland, which will celebrate its 70th anniversary in 1987.

Established to serve the home market, it now ranks fourth in gross production value after the forest, metal and food sectors. The main product groups (and their percentage share in the gross value of production in 1983) were: oil refining products (48), chemicals, fertilisers, and other chemical products (12), plastics (6), rubber products (3) and petroleum products (2).

Two companies, Neste and Kemira, both state-owned, are closest to the production and exports of the sector. For both internationalisation by acquisition is the rule for continued growth. In both, exports and foreign operations account for more than half of consolidated turnover, and both have bought Gulftur's insulating

board line and was renamed Neste Thermal. Its three units command 50-60 per cent of the Swedish polymer insulation market. Another downstream venture also had a Swedish connection. Neste took a 55 per cent share in Celoplast of the U.S. whose main product is plastic bags. The other shareholder is Sweden's Teno in which Neste has a 24 per cent interest.

Mr Leskinen admits that there has been over-production of plastics and fear of competition from Saudi Arabia. "The industry must be restructured," he says, "and our moves in Sweden are our contribution. We needed more capacity for the 1990s."

Kemira, a diversified company producing fertilisers, pigments, man-made fibres, industrial and special chemicals, explosives and engineering services, launched into internationalisation in earnest only three years ago with the purchase of ICI Fertilisers in Rotterdam. Most of the 50,000 tonnes of annual ammonia production capacity will still be converted into fertilisers, but 150,000 tonnes a year will be shipped to Finland which currently has to import about 80 per cent of its ammonia needs.

## Form and function combine

Design  
DAVID BROWN

"BEING this far north, with high labour and materials costs and a relatively small home market, how we we supposed to make money?" asks Mr Harry Blomster, managing director of the Arabia porcelain factory.

The answer is design—that elusive combination of form and function which at least since the 1950's has invested Finnish consumer and industrial products with a competitive edge on export markets.

It is for this reason perhaps that the future of Finnish design has become such a hot topic of discussion—not least in corporate boardrooms—at a time when many openly wonder whether the country has lost its innovative vitality.

After the enforced austerity of the war years and the recession which followed, Finnish design exploded into a period of intense creativity. Designers became key members of industrial product planning groups as well as household names.

It was during this period of economic growth particularly following the 1951 Million Designers' competition (and other Scandinavian countries) achieved the first major international breakthroughs.

Names such as Tapio Wirkkala and Kai Franck were added to those of Alvar Aalto and Eino Saarinen as leading figures in the world of international design.

What characterised the design of this period—both in its form and function—was both simplicity and what some call "harmony with nature."

It was perhaps the huge size of Finland and its nearness to nature, as well as the lag in its industrial and technological development, that have most influenced the country's modern-day character.

Its glaciers, snows and forests played a big part in determining the materials for which many of its consumer products are best known: glass and wood.

But, according to Mr Asko Karttunen of the Finnish Design Council, although "the image of Finnish design is still tremendously good... it is in the process of being redefined in the 1980s and 1990s. We urgently need new talent to show off to the world."

## Focus

Others suggest that with the advent of a new period of economic uncertainty, many companies have abandoned their former artistic commitment and focused more narrowly on strict profit and cost calculations.

It is also said that many Finnish designers, in their quest for international prominence, have in the process sacrificed the national identity of their work.

In a country where high-quality design is such an inescapable part of everyday life, such assessments have to be taken with a grain of salt.

But according to the confederation of Finnish industry, which recently sponsored a conference on "The Art and Industry" there is legitimate cause for concern.

Mr Timo Rönkä, the confederation's managing director, insists that design should play a much greater part than it now does in Finland's industrial production, and he has made the bold proposal that firms institute a broad-ranging programme to hire in-house design artists and even subsidise their non-commercial work.

"The final competitive battle is more and more being fought on the sidelines," says another industrialist. "The image of a product is part of the 'real' competitiveness."

This has long been recognised in the companies which produce those consumer products in which Finland is a leader—porcelain and glass, textiles and jewellery among them. At the Arabia porcelain factory, for example, designers spend as much as half their time producing original or commissioned work which has no direct commercial payoff.

However, "this is the work that makes its way to the art fairs where opinions are formed. It gives substance to the trademark and our image as a dynamic company," Mr Blomster explains. "It also produces value added and therefore pays for itself."

For some, this value added can be considerable. The combination of quality design and simplicity has allowed clothing manufacturers such as Vuokko to survive in the cut-throat and

fast-changing fashion world, for example.

According to one executive at Marimekko, the famous fabric and clothing company, profit margins can reach as high as 50 per cent.

Marimekko has licensed out production—based strictly on in-house designs—in a number of key markets including the U.S. and Japan. The designs have proved so successful that license sales are now well above those of own production.

Indeed, the major problems for Marimekko and others have become how to maintain quality control, as well as how to control industrial piracy according to Ms Maria-Terttu Vuorimäki, the licensing manager. Similar worries about industrial piracy have also been voiced by Fiskars (the scissors manufacturer), and Iittala, the glassworks.

## Conglomerate

A number of Finland's best known consumer products companies have in recent years come under the wings of its large industrial enterprises. Arabia is owned by Wartsila, Iittala by Ahlstrom.

Marimekko was taken over by the Amer conglomerate. But for many of these companies much of the best work simply cannot be produced at a profit.

Indeed, some of the country's most innovative and vital work is now being produced by smaller firms headed by single designers or small groups of artists. This is particularly true of furniture design, which first achieved international prominence with Aalto's designs.

One newcomer is the Tarzan Furniture Factory, led by Mr Simo Heikkilä, who was the only Scandinavian invited to take part in this year's Milan Triennale and who in many ways personifies the best traditions of Finnish design.

A professor at the Academy of Industrial Arts in Helsinki, he stresses professionalism, simplicity of design and natural materials.

"Much of what my students see when they come face to face with the industrial process is quite different from what they'd like to do. I don't understand why this should be so. Modern technology should introduce more flexibility into production methods," he says.

"We cannot forget our traditions," he insists. "If you are a professional, you believe in your own ideas and they have an origin in our own traditions, then you aren't following a trend, you're creating your own. You're always a little ahead of your competitors."

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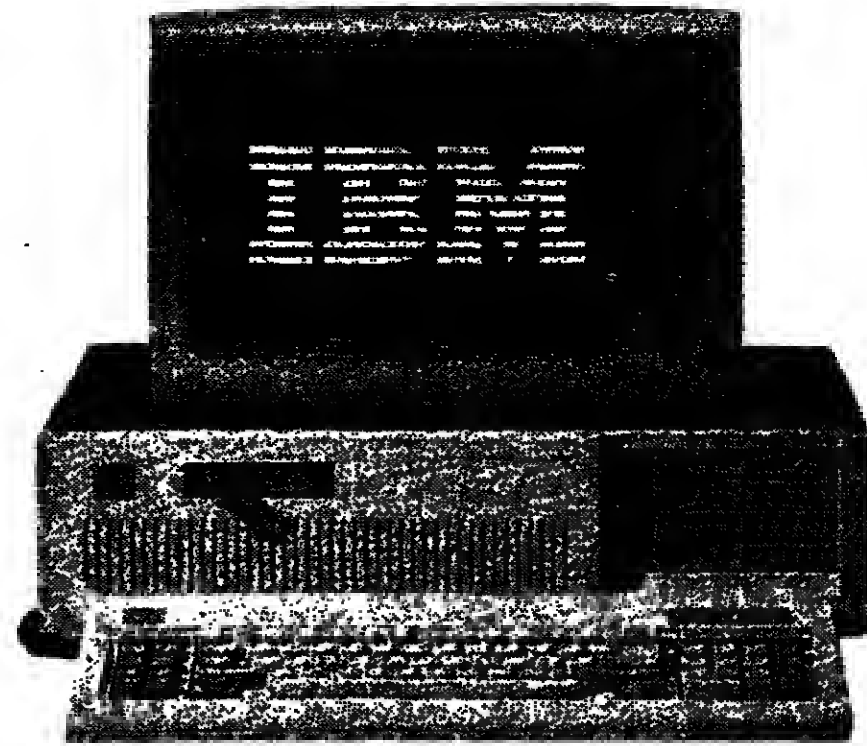
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## The Formula for mastering energy.

KEKE ROSBERG  
The International Finn.  
Formula 1 Driver,  
born 1948.

First caught the racing bug at his father's motor club. Began with go-karts and Formula K; Finnish Champion at only 18.

Switched to Formula Vee in 1972 and made himself European Champion within a year, picking up the Finnish and Swedish championships along the way.

Turned professional in 1974 and moved into the Super Vee class. The result: seven straight wins, second and third places in two other races.

Took the jump to the big league—Formula 1—in 1978. Finished tenth in 1980 Drivers' Championship.

Keke won his first Grand Prix at Dijon in 1982 and went on to become the Formula 1 World Champion the same year.

Won the Monaco Grand Prix in 1983 and was best-placed non-turbo driver—fifth overall.

Switched to turbo in 1984 (winning the Dallas Grand Prix) and mastered the new form of energy.

Keke Rosberg  
the International Finn.

NESTE OY  
The Finnish International.  
Oil Company,  
born 1948.

Was established to secure Finland's supply of oil products.

Expanded from oil refining to petrochemicals, using refinery products as feedstock.

Today's Neste is much more than just an oil refiner and petrochemicals producer. It also imports and distributes natural gas and trades in oil and coal.

The Neste fleet is equally at home shipping gas and chemicals or crude and oil products.

Neste is a full-fledged battery manufacturer, with plants in several countries.

All operations are supported by expertise in the engineering and R&D fields.

Neste operates worldwide. The company produces and sells energy products in Western Europe with commercial activities extending to many other areas of the globe.

Neste Oy  
the Finnish International.

NESTE  
Energy & Chemicals & Shipping

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## FINLAND 8

## Successful passage through the storms

AT A TIME when many European yards either lose money or are kept afloat with massive state subsidies, the four Finnish shipbuilding companies, publicly-quoted Wärtsilä and Rauma-Repola, state-owned Valmet and privately-owned Hollmings, have been able to navigate through storms fairly successfully.

All of them survive on their own but at the same time all admit that they have no expansion plans either.

Two factors have placed them ahead of most competitors. All the yards are highly specialised in narrow market sectors; and on the other hand a steady stream of orders from the Soviet Union has kept the yards busy even at times when the industry generally was in the doldrums.

Trade with the Soviet Union forms the backbone of the Finnish shipbuilding industry. The war reparations, demanded by the Soviets in 1944, included dozens of merchant ships. By the time the last vessels were delivered in the 1950s, Finland had established a formidable shipbuilding capacity and a high degree of expertise. And with subsequent trade agreements between the two countries, Finland has also been able to sell ships across the border.

Although the trade agreements state the number of vessels to be bought on a five-year basis, thus giving a good long-term indication of orders,

### Shipbuilding

Olli Virtanen

Finnish claim that every order must be won by competition.

Moscow, say captains of the industry, would not buy ships if they were not competitive in international markets. There are examples of orders which have been lost to other European yards.

Large-scale investments in new yards and a number of mergers in the 1970s improved competitiveness among Finnish yards considerably. At the same time companies began to concentrate on special vessels.

Wärtsilä, the country's biggest shipbuilder, has made two-thirds of the world's ice-breakers, including two large nuclear icebreakers now under construction for the Soviet Union. Another speciality at Wärtsilä is passenger vessels, particularly car-passenger ferries and cruise liners. The world's biggest cruise liner, the P&O's "Royal Princess," was built at Wärtsilä's Helsinki yard.

During the past 20 years Wärtsilä has built one-third of the world's cruise liners, which makes it the market leader.

With its turnover of Fmk 3,800m (\$590m) Wärtsilä's yards are the flagship of the

Finnish industry, but Rauma-Repola, which last year built vessels and more notably oil drilling rigs for Fmk 2,200m (\$340m), has gained importance lately.

At the turn of this decade the company suffered badly because of lack of orders, but during the past 12 months or so it has bounced back. This was achieved mainly by securing a substantial jack-up rig order from the Soviet Union.

Although it has built a number of cargo vessels, oil drilling rigs have become the company speciality. Rauma-Repola has, for example, made more semi-submersible rigs than any other yard in the world.

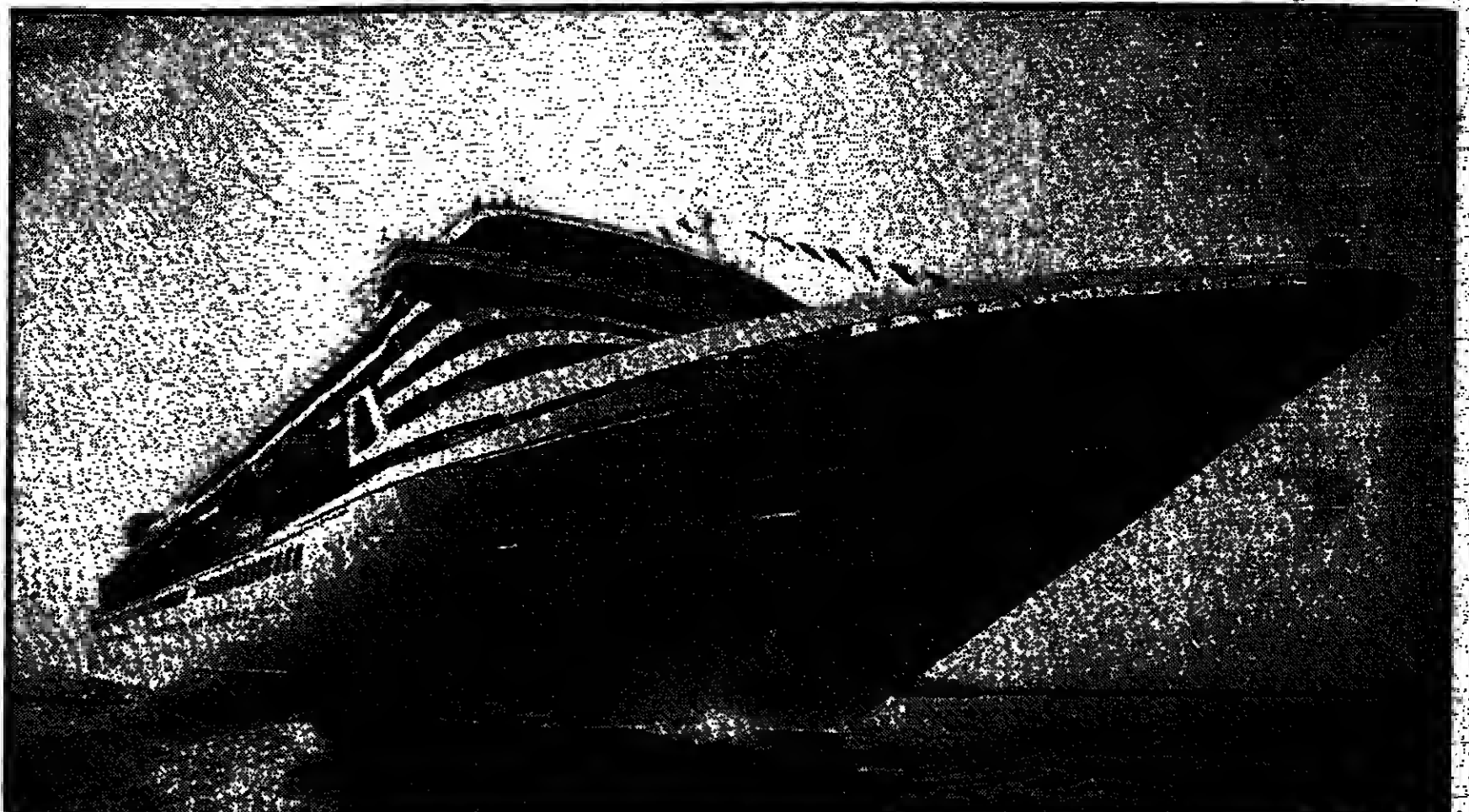
Valmet's fortunes have also turned round recently. At the time when the group's shipyards were practically welding the last plates, a sudden burst of orders arrived last year and will keep the yards busy well into the future. Present orders include five cargo ships for the Arctic regions of the Soviet Union as well as a passenger vessel for cruises off Stockholm.

Valmet has specialised in building ice-strengthened special-purpose cargo ships although it has cast eyes also on off-shore markets. The cruise ship order was the first of its kind for Valmet and it means stepping on "Wärtsilä territory" but Valmet believes that there is plenty of room for both the companies. The total turnover of Valmet's yards last year stood at Fmk 1,200m (\$185m).

The fourth company, Hollmings, differs from the others in being the only one which clearly depends on shipbuilding. While the others are multi-branch groups with less than half of the total revenues coming from shipbuilding, Hollmings is also most dependent on trade with the Soviet Union which last year brought some 90 per cent of the company production.

Hollmings' speciality is research vessels which are not large in size but nevertheless require plenty of man-hours to complete.

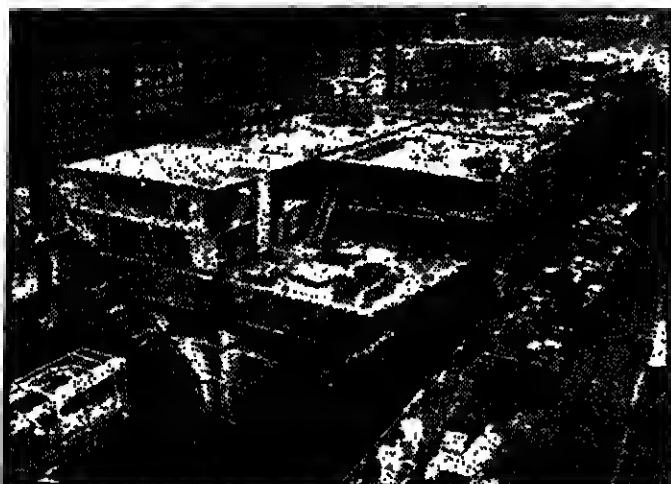
All in all Finland's shipbuilding is very labour-intensive with high value added. Calculated in terms of compensated tonnage, which measures the intensity of work in the production of a vessel, Finland is second only to West Germany in Europe.



P&O's new luxury cruise ship, the 45,000-ton Royal Princess, built by Wärtsilä. The world's biggest cruise liner, the Royal Princess made her maiden voyage from Southampton last November.

PROFILE: NAUTOR BOATBUILDING COMPANY

## Changing fortunes in top sailing market



The Royal Princess under construction at Wärtsilä's Helsinki yard. The aft section is yet to be fitted.

Even for the builders of the best sailing boats in the world, service must be an essential part of the strategy. Nautor, the makers of Swan yachts, are widely regarded as the world leaders in production quality boats. But despite their superiority in standards, the company has had to endure some stormy seas recently, partly because of insufficient emphasis on marketing requirements.

Last year, however, its fortunes seemed to turn. Nautor's managing director, Olli Kinnunen, attributes this largely to a deliberate effort to respond quicker to customers' wishes. According to Mr Kinnunen, Nautor was too rigid and production-oriented and it did not quite have the proper feel of the market.

Being production-oriented is no wonder for Nautor, or the dozens of other quality

boat makers in the Pietarsaari area on the western coast of Finland where the boatbuilding tradition is centuries old.

Nautor's story began in 1966 when sailing enthusiast Pekka Koskenkylä signed a contract with one of the most famous names in boat design, Sparkman and Stephens. Koskenkylä's new company Nautor was able to deliver quality vessels and subsequently its sales took off.

Later Nautor also commissioned other well known names, such as Rod Holland and German Frers, to design their boats and this brought fame to the Finnish company, too.

In the 1970s Nautor, the company of boat enthusiasts, became troubled by marketing problems and was acquired by Schuman, the forest industry group.

Although the Swan is a production-line boat purpose-built for pleasing sailing, it has often beaten lighter racing yachts in a number of important ocean races, including the first Whitbread Round the World Race in 1970.

This year another Swan will take part in the same race,

The Sea Finland exhibition, which opens today at Britain's National Maritime Museum at Greenwich, brings together exhibits which show how Finland's affinity with the sea has helped shape the country's development.

The event, which runs to the end of the year, illustrates Finnish maritime experience through its trade, fishing, naval battles, and the modern ship and boatbuilding industry.

Last year clearly bore fruit in Nautor's campaign to make production more flexible. Order books have now swelled so much that if you place an order today you are considered lucky if you can get delivery by the end of this

crowed by a Finnish team and sponsored by the Finnish chocolate and sweets company Fazer.

Entering competitions—and doing well in them—gives an important boost for the image of Swans and it is important to Nautor for other reasons, too. It gives valuable information for further development which one-off competitors cannot give.

This translated to a boat closer in touch with market requirements. The design objective is reached through Swan regattas, held in Sardinia, California and Coves in Britain.

Last year clearly bore fruit in Nautor's campaign to make production more flexible. Order books have now swelled so much that if you place an order today you are considered lucky if you can get delivery by the end of this

The most expensive Swan, at \$1.2m, which was launched in 1980, has become quite popular and the latest standard boat, Swan 55, really hit the market in the past year.

But the best example of Finnish craftsmanship, a 100 ft long Swan, is still on the production line. Ordered in April by a secretive client, the giant sailing vessel will be delivered in October 1986 and based in the Caribbean.

Nautor delivered a total of 44 boats last year against 41 in 1983. Turnover rose by 9 per cent to Fmk 51m (\$785m). The biggest single market for Swans is the U.S., which takes 40 per cent of total production. European countries, led by Sweden, West Germany and the UK, share another 50 per cent of the Swans.

Olli Virtanen

After 35 years of successful growth, what heights will we reach in the future?

For the past 35 years the Amer Group has seen unprecedented growth as both a manufacturer and marketer of international brands in Finland.

Indeed, such has been our success that in May 1984 we were admitted on the London Stock Exchange.

With substantial interest in many areas, tobacco (58% of the domestic market), paper (40%), sports goods, communications and marketing, the company has recently made several acquisitions.

These include the Korpiavaara Group, Finland's largest car importer, Marimekko, a well-known brand name for fabrics and clothing in more than fifty countries, and Finnreklam Oy, a specialist producer of quality art books, 80% of whose sales are exported to the Soviet Union.

One of the main reasons for our success has been our strong desire to combine innovation with conservatism. At the

same time, we are ever receptive to new ideas and new markets, most recently in the field of micro-computer software.

Our profitability in handling established brand names has already attracted large scale foreign investment. This is not surprising since our earnings per share have increased by an average annual compound rate of 35% over the last 5 years, while turnover has doubled during the same period.

To find out more about our philosophy, our growth and our success, write to our public relations department, Amer Group Ltd, PO Box 12, SF-04301, HYRYLA, FINLAND.



AMER GROUP LTD

# A Slice of History.



"Skopbank of Finland" made history in Finnish sea-going - and banking.

It was the first Finnish built yacht to sail through the Whitbread Round-the-World race by an entirely Finnish crew.

With success.

It was also a symbol for the pathfinding spirit of its principal sponsor Skopbank, who is always seeking new paths in

the modern banking business, new ways and channels for its clients to do their business.

Dynamic thinking and pathfinding spirit have made Skopbank Group the market leader in Finnish banking business with over 30% share of total deposits in Finland.

And that is not history.

**skopbank**  
Finland  
The Dynamic One.

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